DOCUMENT RESUME

ED 396 811 PS 023 483

TITLE	A Child at the Door: A Guidebook for Starting a Child Care Program in Your Church.
INSTITUTION	North Carolina Rural Economic Development Center, Raleigh.
PUB DATE	94
NOTE	96p.
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01/PC04 Plus Postage.
DESCRIPTORS	Administrative Organization; After School Programs; Budgeting; Certification; Child Rearing; *Churches; *Church Programs; *Day Care; *Day Care Centers; Early Childhood Education; Family Day Care; Intergenerational Programs; Marketing; Needs Assessment; Organizations (Groups); Program Development; Program Implementation; Religious Organizations; Resources; School Age Day Care; *Young Children
IDENTIFIERS	*Church Based Child Care; Day Care Licensing; North Carolina; Special Needs Children

ABSTRACT

This guidebook presents information for use by religious leaders to plan and implement financially sound, high quality child care programs. A foreword describes child care provision as a ministry within the mainstream of congregational activity. Chapter 1, "Assessing the Need," provides a statewide overview of the need for child care services in North Carolina, includes a sample survey to identify needs in an individual congregation, and describes procedures to examine needs in the larger community and to existing services. Chapter 2, "Child Care Options for Churches," describes various program models, including church operated, sponsored, or housed preschool child care centers; after-school programs; intergenerational programs; special needs programs; family day care networks; and publicly subsidized programs. Chapter 3, "Planning a Child Care Center at Your Church," considers the role of a planning committee, the development of program goals, necessary administrative decisions, state and local governmental requirements, and gives an overview of state licensing requirements. Copies of state evaluation forms for fire safety, sanitation standards, and building inspection are included. Chapter 4, "Developing a Business Plan," examines budgeting and marketing issues and includes worksheets to facilitate planning. Chapter 5, "Resources," presents resources for financial assistance, technical assistance, and information and counseling, including: (1) financial institutions; (2) government agencies; (3) philanthropic organizations; (4) educational organizations; and (5) non-profit organizations. (KDFB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

A guidebook for starting a child care program in your church

ED 396 811

PS 023483

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

X Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

Diana Jones Wilson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

The North Carolina
Rural Economic Development Center

BEST COPY AVAILABLE

A Child at the Door: A Guidebook for Starting a Child Care Program in Your Church

"A Child at the Door" presents practical information church leaders need to plan and implement financially sound, quality child care programs. It grew out of a series of training sessions for rural churches held at three sites around the state and draws on the advice and experience of child care practitioners, church, foundation, and government representatives.

Both the guidebook and the training sessions reflect the long-term commitment of the North Carolina Rural Economic Development Center to help the working parents of North Carolina. Since its founding in 1987, the Rural Center has dedicated itself to improving the living standards of people throughout the rural areas of the state, with particular emphasis on low to middle income families. Working mothers make significant contributions to their families' income and to the rural economy. Lack of dependable child care threatens their job security. And for their children, the future can be bright only if they receive the quality care that will prepare them to succeed in school and in life. This concern led to the center's current effort, called the **Church Child Care Initiative.**

Churches view the education and care of children as a ministry within the mainstream of congregational activity. Proverbs 22:6 admonishes the religious community: "Train children in the right way, and when old, they will not stray." Jesus in the Gospel of Mark instructs: "Whoever welcomes one such child in my name welcomes me, and whoever welcomes me welcomes not only me but the one who sent me."

There are many ways a church and its members can carry out their responsibilities toward children. The members of the Church Child Care Advisory Board believe that providing child care for working parents is a particularly suitable answer for rural congregations. The need is great, and in many rural communities, the church is the sole institution capable of operating a child care program. Besides, who better than the church to help provide the mental, emotional, and spiritual guidance that will aid these children on their journey through life?

We do not promise that the decision to begin a child care program will be an easy one. Nor should it be. Members of the congregation need to feel confident that the child care need is real, that both children and church property will be safeguarded, and that the church has the financial resources to undertake this new initiative. It will be the job of the minister and other church leaders to ensure that the issues are addressed fully and rationally. Myth and misunderstanding cannot be allowed to cloud decision-making.

Myths and Facts about Church Child Care

Myth: If your church child care center gets a license, the government will interfere and tell you what to teach.
Fact: The North Carolina licensing law regulates health and safety requirements and staff-child ratios. The government does not tell churches what to teach children. Religious materials may be used even when your center cares for children receiving government child-care subsidies.

Myth: Families take care of their own children and need no help.
Fact: By 1990 in North Carolina, two-thirds of mothers of preschool children and four-fifths of mothers of school-age children were in the work force. Many of these women are single parents. They have no choice but to work. Even in two-parent families, low wages often mean that both parents must work just to provide basic necessities. Other family--grandparents, aunts, uncles, cousins--may live nearby, but they face the same economic hardships.

Myth: The increased liability will threaten the financial security of the church.
Fact: Even without a child care program, your church should carry liability insurance to protect itself against any eventuality. This policy can be extended to cover the child care center, or you may incorporate the center as a non-profit organization with its own liability insurance.

Myth: Churches can't afford child care programs.
Fact: Well-planned programs are self-sustaining.

Myth: Even if the center can support its daily operations, the need to replace equipment or expand the program will create a constant drain on church resources.
Fact: The child care center can build up reserves to cover these and other needs. To do this, it should factor surpluses into the operating budget. This will not threaten the center's non-profit status so long as serving the community--not making a profit--remains the center's primary purpose.

Myth: Kids in church child care will wear out a church building.
Fact: Churches decay from lack of use, not too much use.

As your congregation considers the possibilities, you may wish to draw on a number of resources to aid the discussion.

A thoughtful discussion of your church's ministry to children could prove to be a turning point for the entire congregation, one that will open eyes, challenge complacency, and stimulate personal as well as collective action. A child stands at the door. We urge you to let him in.

To order a copy of "A Child at the Door," please submit a check for $15.00 (in-state) or $35.00 (out-of-state) to:

North Carolina Rural Economic Development Center
1300 St. Mary's Street, Suite 500
Raleigh, North Carolina 27605
ATTN: Diana Jones Wilson

Name_____

Church_____

Address_____

_____County_____

Telephone Number_____

A guidebook for starting a child care program in your church

A CHILD *at the* DOOR

Copyright © 1994 by the Rural Economic Development Center, Inc.

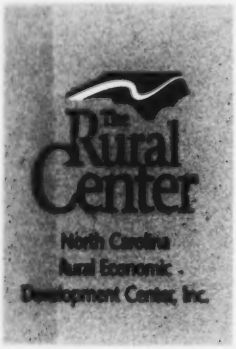
The Rural Center grants permission for reproduction of all or parts of this guidebook to church planning committees in their efforts to start or improve child care programs. This guidebook may not, however, be reproduced for public distribution without written permission of the center.

ABOUT THE RURAL CENTER

The N.C. Rural Economic Development Center is a private, non-profit organization whose mission is to improve the economic opportunities of rural North Carolinians, especially those with low to moderate incomes. In pursuit of this mission the center undertakes six areas of activity:

- Creation of a long-range vision for economic advancement in rural North Carolina.
- Development of a sound base of statistical infomation for the state's 85 rural counties.
- Research on issues of critical importance to rural people and communities.
- Testing of innovative development strategies at rural sites across the state.
- Advocacy for policy and program innovations that will improve the economic welfare of rural people.
- Support for rural communities in their efforts to become and remain economically competitive.

For further information on this guidebook or the center's Rural Church Child Care Initiative, please contact:



Diana Jones Wilson
Senior Policy Associate
for Human Resources

1300 St. Mary's Street, Suite 500
Raleigh, NC 27605
Phone: (919) 715-2725
FAX: (919) 715-2731

ACKNOWLEDGEMENTS

A Child at the Door is the product of many talented people, united in their commitment to a brighter future for North Carolina's rural children. Among these are many members of the clergy, philanthropic organizations, advocacy groups, and a range of government agencies.

We extend a special word of thanks to the Reverend Sidney Locks for his leadership as chairman of the Church Child Care Advisory Board; to Diana Jones Wilson, senior policy associate for human resources at the Rural Center, who provided staff direction for the Church Child Care Initiative; to Florence Glasser of North Carolina Equity, technical adviser and chief author of the guidebook; to Robert Hull, also of Equity, for administrative support; and to the entire Division of Child Development in the North Carolina Department of Human Resources, who served as an ever-present source of information and guidance.

For countless reviews of drafts of the guidebook, design of training sessions, and participation as trainers, we thank the Church Child Care Advisory Board, the Church Child Care Technical Committee, and Phil Black and Suzanne Gladstone of the Rural Center.

We also acknowledge the following organizations for their generous contributions of information and assistance: The Children's Defense Fund, the Duke Endowment, the Tennessee Department of Economic and Community Development, the National Council of Churches of Christ USA, the North Carolina Council of Churches, and the Council on Foundations.

Church Child Care Advisory Board

Rev. Sidney A. Locks, Jr. *Chair*
The Honorable C. Robin Britt
Dr. Bill Brittain
Rev. Gary Cordon
Mrs. Barbara Campbell Davis
Rev. Gregory Edmond
Rev. Clifford Jones
Mrs. Sarah Jordan
Rev. Collins Kilburn
Rev. Steve Long
Rev. W. Joseph Mann
Rev. David Moore
Representative Mary McAllister
Mrs. Muriel Offerman
Mrs. Shara Partin
Bishop Randy Royal

Church Child Care Technical Committee

Mrs. Alice Ballance, Kiddie World Child Development Center, Windsor
Ms. Laura Benedict, Self Help Credit Union
Dr. Delilah Blanks, DB's Child Development and Family Services Center, Riegelwood
Ms. Sheila Hoyle, N.C. Day Care Association
Mrs. Ethel Carr, United Methodist Children's Home
Mr. Von Langston, Carteret Community Action Head Start
Mr. Ronald L. Moore, N.C. Head Start Association
Ms. Katharine McKee, Self Help Credit Union
Mr. John Niblock, N.C. Child Advocacy Institute
Ms. Michelle Rivest, Orange County Partnership for Young Children
Ms. Sue Russell, Day Care Services Association
Ms. B.J. Smith, N.C. Child Care Resource and Referral Network
Mrs. Glenda Snotherly, St. Paul United Methodist Pre-School, Rocky Mount
Mrs. Betsy Thigpen, WAGES Child and Family Development Program
Ms. Betty Suber, N.C. Department of Human Resources, Division of Child Development

TABLE OF CONTENTS

Preface 1

Foreword 3

Chapter I Assessing the Need 7

A Statewide Overview
Surveying the Need in Your Congregation
Examining the Need in the Larger Community
Identifying Existing Services

Chapter II Child Care Options for Churches 15

Other Creative Opportunities
Making Child Care Affordable to Families

Chapter III Planning a Child Care Center at Your Church 19

The Planning Committee
Administrative Decisions
Meeting State and Local Government Requirements

Chapter IV Developing a Business Plan 37

The Action Thus Far
Developing a Budget
Expenditures
Revenues
The Budget Advantages of a Church-Sponsored Child Care Center
Income/Expense Projections
Developing a Marketing Plan

Chapter V Resources 51

Financial Institutions
Government Agencies
Philanthropic Organizations
Educational Institutions
Non-Profit Organizations

The word "churches" has been chosen as a matter of convenience. Throughout this guidebook, it refers not only to churches but to all assemblies of faith.

P R E F A C E

"A Child at the Door" presents practical information church leaders need to plan and implement financially sound, quality child care programs. It grew out of a series of training sessions for rural churches held at three sites around the state and draws on the advice and experience of church, foundation, and government representatives.

Both the guidebook and the training sessions reflect the long-term commitment of the North Carolina Rural Economic Development Center to help the working parents of rural North Carolina. Since its founding in 1987, the Rural Center has dedicated itself to improving the living standards of people throughout rural areas of the state, with particular emphasis on low to middle income families. Working mothers make significant contributions to their families' income and to the rural economy. Lack of dependable child care threatens their job security. And for their children, the future can be bright only if they receive the quality care that will prepare them to succeed in school and in life. This concern led to the center's current effort, called the Church Child Care Initiative.

Exploring the Child Care Issue

The groundwork for the initiative was laid in 1989. Then, aware of a critical statewide need for child care, the center forged a partnership with North Carolina Equity to focus special attention on the unique child care needs of rural communities. Together they held 10 regional meetings across the state to give citizens an opportunity to discuss their concerns about child care for working parents. More than 700 people attended.

"Rural Child Care: A Final Report" documented the serious concerns uncovered during these meetings. Most troubling were these findings:

- Although the need for child care is even greater in rural than in urban counties, the supply of child care is less available.
- Rural parents are less able to afford quality care even when it does exist.
- Public program dollars are failing to reach many poor rural families who are eligible for child care subsidies.

The report not only identified child care problems, but also suggested workable solutions dealing with both public policy and community initiatives. Chief among these recommendations was the promotion of church-based child care programs.

The Church Child Care Initiative

In 1993 the Rural Center followed up on this recommendation and commissioned the Church Child Care Initiative. Its goal was to increase the number of church-based child care centers available to rural children, with special emphasis on helping children from poor families eligible for but not currently receiving help from Head Start and other public child care programs.

Working with an advisory team of religious leaders and a technical team of child development experts, the Rural Center sponsored a policy forum to launch the initiative. The forum presented background information on the need for child care in rural communities and ways churches can assist. Representatives from 12 religious denominations attended and committed their time and effort to guarantee the success of the project.

Next, a management team designed a demonstration project offering free technical assistance and training to religious leaders in three rural areas. This project included the training sessions previously mentioned and culminated in "A Child at the Door."

It is our hope that this guidebook will provide practical, useful assistance for those who have not yet benefited from the Church Child Care Initiative and that it will motivate the religious community to take action that responds to the critical child care needs of rural families.

F O R E W O R D

By the Church Child Care Initiative Advisory Committee

Churches view the education and care of children as a ministry within the mainstream of congregational activity. Proverbs 22:6 admonishes the religious community: "Train children in the right way, and when old, they will not stray." Jesus in the Gospel of Mark instructs: "Whoever welcomes one such child in my name welcomes me, and whoever welcomes me welcomes not only me but the one who sent me."

Recently, the National Council of Churches of Christ in the USA directed the attention of its members to the importance of advocacy on behalf of children. In a 1987 policy statement on child care, the organization said:

> *As the major provider of child care in the United States, the church has a special responsibility to help raise ethical questions about child care. It is the obligation of the church to advocate a coherent, comprehensive, inclusive, and above all equitable, public policy regarding child care. As it approaches public advocacy for child care, the church must be guided by its concern for all sectors of society.*

And in October 1992, the North Carolina Council of Churches adopted its own policy statement calling on all people of faith to accept responsibility to nurture children. Referring to Genesis 15:1, the statement says that in the Bible children are seen as a blessing from God. The statement continues:

> *In the Gospels we read of Jesus coming into the world as a vulnerable and homeless child. Jesus spoke frequently of children in his parables, and, according to gospel stories, he treasured them. He blessed children, welcomed them, and set them forth as examples of the kind of trust required for entrance into the Kingdom of Heaven. He was angered by those who would keep children from him, and issued a grim warning to those who would "put a stumbling block before one of these little ones who believe in me." (Matthew 18:1, Luke 9:46-48)*

The North Carolina Council of Churches moves beyond this biblical perspective in its policy statement to offer guidelines for public policy on behalf of children: "The well being of children is a collective responsibility. Just as ancient Israel had responsibility for the orphan and the widow, the total community today should extend care and protections to children, especially the most vulnerable."

There are many ways a church and its members can carry out their responsibilities toward children. The members of this committee believe that providing child care for working parents is a particularly suitable answer for rural congregations. The need is great, and in many rural communities, the church is the sole institution capable of operating a child care program. Besides, who better

than the church to help provide the mental, emotional, and spiritual guidance that will aid these children on their journey through life?

We do not promise that the decision to begin a child care program will be an easy one. Nor should it be. Members of the congregation need to feel confident that the child care need is real, that both children and church property will be safeguarded, and that the church has the financial resources to undertake this new initiative. It will be the job of the minister and other church leaders to ensure that the issues are addressed fully and rationally. Myth and misunderstanding cannot be allowed to cloud decision-making.

Myths and Facts about Church Child Care

Myth: If your church child care center gets a license, the government will interfere and tell you what to teach.

Fact: The North Carolina licensing law regulates health and safety requirements and staff-child ratios. The government does not tell churches what to teach children. Religious materials may be used even when your center cares for children receiving government child-care subsidies.

Myth: Families take care of their own children and need no help.

Fact: By 1990 in North Carolina, two-thirds of mothers of preschool children and four-fifths of mothers of school-age children were in the work force. Many of these women are single parents. They have no choice but to work. Even in two-parent families, low wages often mean that both parents must work just to provide basic necessities. Other family—grandparents, aunts, uncles, cousins—may live nearby, but they face the same economic hardships.

Myth: The increased liability will threaten the financial security of the church.

Fact: Even without a child care program, your church should carry liability insurance to protect itself against any eventuality. This policy can be extended to cover the child care center, or you may incorporate the center as a non-profit organization with its own liability insurance.

Myth: Churches can't afford child care programs.

Fact: Well-planned programs are self-sustaining.

Myth: Even if the center can support its daily operations, the need to replace equipment or expand the program will create a constant drain on church resources.

Fact: The child care center can build up reserves to cover these and other needs. To do this, it should factor surpluses into the operating budget. This will not threaten the center's non-profit status so long as serving the community—not making a profit—remains the center's primary purpose.

Myth: Kids in child care will wear out a church building.

Fact: Churches decay from lack of use, not too much use.

As your congregation considers the possibilities, you may wish to draw on a number of resources to aid the discussion. Statistics and personal stories can focus attention on the issue and generate discussion. Perhaps the entire congregation would like to participate in observance of a children's Sabbath. The Children's Defense Fund has published a child advocacy guide for churches titled "Welcome the Child." It includes scriptural texts, themes, prayers, and sermons. In addition, the Children's Defense Fund has designated the third week of October for the National Observance of Children's Sabbaths, a time set aside for congregations to focus on and respond to children's needs. To plan a children's Sabbath for your congregation or for a ministerial association to plan an ecumenical service for your community, begin by ordering the publication "Welcome the Child" from The Children's Defense Fund, 25 E St NW., Washington, DC 20001.

A thoughtful discussion of your church's ministry to children could prove to be a turning point for the entire congregation, one that will open eyes, challenge complacency, and stimulate personal as well as collective action. A child stands at the door. We urge you to let him in.

CHAPTER ONE

Assessing the Need

This chapter will help you understand the need of working parents for child care programs. It also will give you some pointers on how to determine the need in your area and among your congregation. The assessment has three parts: a survey of the need within your congregation, an examination of the need in your county, and a survey of existing services.

A Statewide Overview

Women have always been vital to both their families and to the rural North Carolina economy. In the past, women labored on family farms as well as in the home. Since the 1960s, however, North Carolina has seen sharply increasing numbers of women working outside the home. The U.S. Census reported that women made up 34.2 percent of the North Carolina work force in 1960. Today, almost half (46.2 percent) of the North Carolina work force is female.

The most dramatic rise in the participation of women in the labor force has occurred among mothers. In 1990 in North Carolina, two-thirds of mothers of preschool children and four-fifths of mothers of school-age children were in the work force.

Years ago, when a mother joined the paid work force, there was usually a relative or neighbor nearby to take care of her children. Today, most neighbors and relatives hold jobs, too, and increasingly families must rely on paid out-of-home care.

Nowhere is the need for child care services more critical than in rural North Carolina. Urban and rural families face the same basic child care issues. All see a shortage of:

(1) Child care services to meet rising demand.

(2) *Quality* child care that ensures healthy child development.

(3) *Affordable* child care.

But these problems are compounded in rural counties. Child care services are even less available in rural than in urban areas, and the dispersed rural population has a difficult time commuting long distances between home, work, and child care facilities. Higher poverty levels also mean fewer parents can afford the child care that is available. In North Carolina's rural counties, one child in four lives in poverty compared with one in seven in urban areas.

Surveying the Need in Your Congregation

Many members of your congregation may be looking for child care or may be dissatisfied with the quality of the care their children now receive. Research findings underscore the need children have for quality care. Simply put, good day care is good for children; bad day care can harm them. Extensive studies

have proved that early childhood education works. One study by the Frank Porter Graham Center at the University of North Carolina at Chapel Hill measured substantial differences in achievement resulting from quality day care as late as age 15.

Consider surveying members of your own congregation as a first step in determining whether your church should begin a child care program. The following sample survey, adapted from one designed by the Tennessee Department of Economic and Community Development, may be helpful. The questions are particularly useful in determining the ages of children you wish to serve and the hours you wish to operate.

SAMPLE

Child Day Care Survey

The Outreach Committee is considering opening a child care center in our church. As we explore this possibility, we would like to determine the need for child care within our congregation. We would hope to make care available for a weekly fee of $__ for children 24-36 months old (toilet training would not be a prerequisite); and $__ for 3, 4, and 5-year-old children. Please complete this form by May 1, and drop it in the Outreach Committee mailbox in the church office. Thank you.

1. How many children in your household are under the age of 5? ____

2. Do you anticipate having any children in the next three years? ____

3. Do you currently have child care arrangements? ____ If so, what type of child care are you using?

   ____Grandparent ____Licensed Child Care Center
   ____Other relative
   ____Neighbor ____Family Day Care Provider

4. What hours should a child care program offer to best suit your work schedule?

5. Would you consider a licensed child care center, offering a developmental program and located at the church, as your regular source of care? Note: Care cannot be provided on a drop-in only basis.

   ____ Yes, I would prefer it ____ I would consider it
   ____ I am not interested

6. If a developmental, quality program were offered at the church, would you be willing to pay the fees outlined above? ____ Yes ____ No

Please use the back of this form for any suggestions or comments. If you would like to be contacted when more information is available, fill in your name and telephone:

Name _____ Phone _____

As you develop your survey, you may also wish to include questions such as the following:

1. When choosing child care, what is important to you? Check those that apply.

   a. Convenient to home ____
   b. Convenient to work ____
   c. Convenient to child's school ____
   d. Hours care facility is open ____
   e. Quantity/quality of food provided ____
   f. Variety of learning experiences ____

2. Would you be interested in evening care? Please state hours:
   From _____ to _____

3. Do you have any special child care needs? (Example: handicapped child)
   If so, please describe. _____
   _____
   _____

4. Do you need infant care? ____ Age of infant ____

5. Do you need before and after school care?
   Before ___ Hrs ____ After ___ Hrs____

6. Is your child in need of transportation to and from school? ____ Would you be willing to pay an extra fee of _____ if transportation is provided? ____ (Note: An amount should be inserted in the question)

7. Are you interested in sick child care? ____ If so, would you be willing to pay the required fee?___ (Note: An amount should be inserted in the planning of your individual center)

Examining the Need in the Larger Community

Many churches consider child care a part of their outreach effort. Thus, your congregation may want to determine the need for child care at the community level. The following fact sheet was developed as an example of what can be prepared using available data. It includes pertinent indicators of child care needs and other useful information. Similar data for your county may be requested from the Division of Child Development, N.C. Department of Human Resources, PO Box 29553, Raleigh, NC 27626-0553.

SAMPLE

Fact Sheet on Children and Families

In 1993, the state designated Robeson County as a "severely distressed county." Characterized by slow growth and declining population, job losses, and persistent poverty, this county does not have the infrastructure to promote economic growth.

In 1990, the average urban salary in North Carolina was $22,928 per year. Compare that to: **Robeson County, at $17,396.**

This means that many children in this rural region are growing up in poverty. What is the percentage? **Robeson County, 31.7% of all children live in poverty (ranked 90th).**

Many children are being raised by a single parent and need care while their mothers work. **Robeson County, 55.2%.**

Because of low wages, even in two-parent families, both parents often must work and need someone else to care for their children. **Robeson County, 62.6% of children live in single-parent or two-earner families (ranked 64th).**

But many parents cannot find child care while they are at work. Why? Because there is a shortage of child care programs in this region. According to the Day Care Services Association: **Robeson County has 48 licensed centers (2,566 spaces for children with 2,126 enrollment) and 23 registered day care homes (241 spaces with 117 enrollment). Total spaces: 2,807. Total enrollment: 2,243. Total children with working parents: 6,123.**

Throughout the United States, one-third of all child care centers are sponsored, operated, or housed in churches. In North Carolina, that percentage drops to only 17. And in rural North Carolina the number drops further. **In Robeson County, 7 licensed child care centers are sponsored, operated, or housed in churches.**

The cost of child care can be a significant burden on a family. **In Robeson County, a single working mother can expect to pay 17.2% of her gross income for each child in child care.**

North Carolina provides child care subsidies to low-income working families, but often the money does not reach rural children. In 1992: **In Robeson County, only 604 children received subsidized care. Yet there are 3,790 children under age 6 eligible for subsidized care.**

Many rural counties fail to spend child care subsidy money and return unspent dollars to Raleigh. According to the Division of Child Development: **Robeson County returned $546,214 of government child care subsidies in 1991-92 and $637,279 in 1992-93.**

In 1992-93 many women on welfare received job training assistance, and their children were entitled to child care under the JOBS Program. **In Robeson County, Social Services spent $888,407 on child care under the JOBS Program.**

Rural child care providers are paid less to care for children than urban child care providers.

Compare the following reimbursement rates for subsidized children: **Centers & Large Day Care Homes Local Market Rate as of July 1, 1993**

County	Infant/Toddler	2 year old	3 year old	4 year old
Robeson	$225	$217	$216	$220
Mecklenburg	$441	$408	$398	$380

Many children arrive at school not ready to learn. Many who enter kindergarten are not promoted. Many who finish first grade must repeat the year. In 1992: **In Robeson County, 21 children were not promoted from kindergarten; 150 failed first grade.**

And what about the quality of child care in this region? **In Robeson County in 1993, only 11 centers met "AA" qualifications, the state's highest level of licensing.**

Identifying Existing Services

It is also a good idea to look a little further in considering the child-care services already available in your community. Are they accessible to residents in every area of your county? Are there enough child care centers; family day care homes; full-time, part-time, evening, and weekend care programs? Do they serve infants, toddlers, school-age children, and children with special needs?

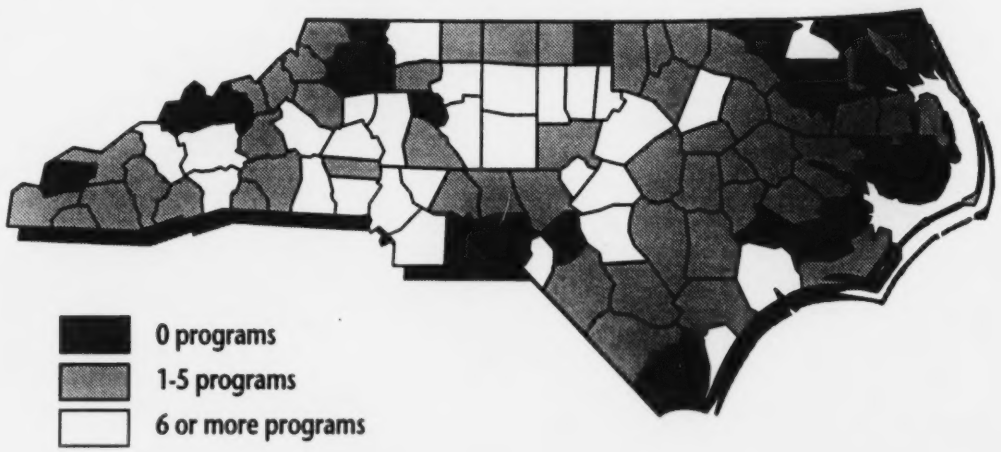
You may obtain a list of all child care homes and centers already licensed and operating in your county from either of two sources: the Child Care Resource and Referral Agency in your community (see Chapter V for a listing) or contact the Division of Child Development, N.C. Department of Human Resources, PO Box 29553, Raleigh, NC 27626-0553.

Your congregation also may be interested in knowing whether church-sponsored child care centers operate in your county. As of November 1993, the Division of Child Development listed 564 church-operated child care programs. These represent 17 percent of all day care centers in the state; in rural counties, the percentage drops further. For comparison, the national average is 33 percent.

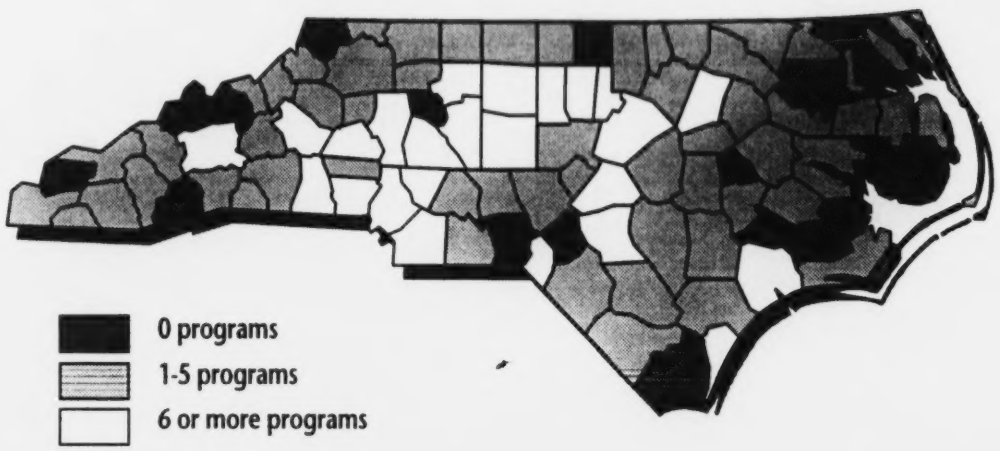
Shown below are the church child care programs currently in operation in North Carolina. Sixteen counties have no programs operated at church sites or by churches at other sites. All 16 are rural counties.

Church Child Care Programs in North Carolina

Programs Operated at Churches, 1993



Programs Operated by Churches, 1993



Source: North Carolina Department of Human Resources

CHAPTER TWO

Child Care Options for Churches

This section describes ways churches across the country already are addressing child care needs. It is not intended to suggest which model is best. Rather, the individual church should consider the option or combination of options that will best satisfy the needs of the congregation and the congregation's community.

Providing Direct Services to Children and Families

Church Operated, Sponsored, or Housed Preschool-Aged Child Care Center

Operation of a child care center represents a church's maximum involvement in child care. The church may decide to serve infants, toddlers, and/or preschoolers. Eligibility may be limited to the children of church members or open to children of fee-paying parents from the community. The church also can provide care for children of low-income parents subsidized and referred through county departments of social services. An alternative ministry could be the housing and sponsoring of a Head Start program in the church.

If the church is unable to provide full-day child care, then the church program can vary. Part-day, part-week programs include Mother's Day Out and nursery preschools. Many of these programs are adding hours to accommodate the steadily increasing number of working mothers. Some programs try to meet the critical need of parents who work weekends and evenings.

Church Operated, Sponsored, or Housed After-School Child Care Programs

The 1990 Census reported that in North Carolina 80 percent of mothers of school-aged children work. Many of their children are called "latchkey children" because they go home from school to an empty house with instructions to lock the door and not go out. These families need dependable, affordable programs including recreational activities and homework supervision for children when the school bell rings at 3 o'clock.

Rural churches with good facilities and buses to transport the children from school are especially well equipped to respond to this need. After-school programs usually operate from 2 1/2 to 4 hours per day and close around 6 p.m. Most after-school programs require that parents pick up their children at the end of the day.

Intergenerational Programs

Many churches have found an increasing need to care for the elderly. They have begun to create adult day care programs, adding these services to existing on-site meal programs and recreational activities for senior citizens.

Some churches have pioneered intergenerational care, serving both the young and the elderly at the same site. The two groups are served by the same meal preparation staff and share church facilities. There are even creative programming ideas that allow seniors to rock, cradle, and love infants, and

read to preschoolers. Young children can entertain seniors with holiday programs, plays, music, and art. Teens can be recruited to work with both the young and the old.

Programs for Children with Special Needs

Today many exceptional children are included in regular classrooms, learning, playing, and growing alongside other children. But some children with severe handicapping conditions cannot be "mainstreamed" into the child care center.

To address these situations, some churches have organized special programs for mentally retarded children, for children with serious behavioral problems, and for children whose physical conditions require special attention. These children are capable of learning, and they make progress when given individualized assistance by a trained professional or volunteer. Churches interested in organizing programs for these special children should contact their local mental health agency or public school system.

Other Creative Opportunities

A Family Day Care Network

Family child care is care for a child in a provider's home. Especially well adapted to rural settings and sparsely populated areas, small day care homes serve a maximum of five preschool children (or up to eight children if at least three are school-aged). Large day care homes can enroll a maximum of 12 children (or up to 15 children if all are school-aged).

Each day, 5 million American children are cared for in family child care homes. It is the most frequently used form of child care in the United States. Parents choose child care homes because of their convenience and flexible hours and because their costs are often lower than center-based care. Many of these caregivers, however, need help if they are to offer age-appropriate, developmental activities.

A church can be the hub of a network of family child care home providers, helping them improve the quality of care they offer children. The church can open its doors on a weekly or monthly basis to all the family child caregivers and the children they look after. The children can play with each other and with toys, books, games, and safe playground equipment, and their adult caregivers can enjoy the chance to visit and learn from one another. Additional opportunities include:

Toy, book lending library. The church may decide to create and administer a toy, book, and equipment lending library. The equipment may include cribs, high chairs, playground equipment, toys, fire extinguishers, smoke detectors, lockable cupboards for hazardous household items, and outdoor fences. Major items such as refrigerators or safe heaters may be donated or loaned.

Organizing cooperatives. The church may help by organizing church-sponsored centers and homes to purchase supplies, diapers, playground equipment, and other needed materials in money-saving quantities. Or the church could act as an information resource, for example, referring family child care providers to loan and grant programs.

Child development training. The church may offer child development workshops and technical assistance for providers. This could be tied in with parent education workshops for added benefits.

Volunteers. The church may organize and train volunteers to substitute for child care providers who are sick, on vacation, or enrolled in a professional training program. The church may have volunteers with special talent or skills who can enrich the programs at family child care homes or centers. Volunteers also can help the provider with record-keeping and other business responsibilities as well as building, repairing, and painting chores. Church vans, buses, and volunteers can enable children in family child care homes and small centers to take educational field trips.

A child care food program. A federally funded meals program can reimburse child care providers for a portion of the food served to children in their care. Licensed or approved child care centers, including those in churches, can contract directly with the program. Family child care homes, however, must form a network and find a sponsor willing to handle the administrative responsibilities of running the program. Your church may consider becoming such a sponsor. The program is called the Child and Adult Care Food Program. It is funded by the federal government and administered by the Child Nutrition Section of the N.C. Department of Public Instruction. Designed to ensure that the children receive nutritious meals, the program generally reimburses child care providers for up to two meals and one snack per child per day.

A church may sponsor such a child care food program if it is willing to accept financial responsibility and monitor food safety, health, and nutrition of each home in its program. In turn, the child-care providers must keep attendance and "food prepared and served" records for the sponsor.

Making Child Care Affordable to Families

Child care is now the fourth largest item in the family budget, after housing, food, and taxes. For minimum wage earners, single-parent families, and many rural two-earner families, the cost of child care is prohibitive.

Churches that do not have room or resources to support an on-site child care program may decide to help families with children by setting up a scholarship fund. The church can earmark part of its weekly offering to help families buy quality child care in the community. The fund can be targeted to help those working poor families who are ineligible for publicly subsidized programs—

families whose income is too high for subsidies, yet too low to afford child care. Several churches may be willing to pool their resources to offer this program.

CHAPTER THREE

Planning a Child Care Center at Your Church

The preceding chapters discussed ways to assess the need for child care in a community and outlined several alternatives for churches wishing to assist families in need of child care. This chapter will concentrate on the most challenging of those options—a church child care center.

The Planning Committee

Your congregation may decide to organize a special planning committee to offer leadership in this important effort. Because technical knowledge is important in guaranteeing the success of the project, you may want to recruit professionals with expertise in law, architecture, real estate, and construction to help plan the physical design of the facility and professionals in banking and accounting to help design the financial plan. Be sure to include child care, health care, and nutrition workers on the committee, as well as social workers, educators, and your own Sunday school teachers. If your congregation does not include individuals with specific kinds of experience, perhaps you can call on friends outside the church willing to offer some "pro bono" advice for a good cause. And most important, do not forget to include parents and caregiving grandparents on your planning team. The involvement of family members is essential to the success of your program.

Purposes and Goals of Your Program

The planning committee may want to reach out to the congregation and to the community to determine the purpose and the goals of the child care program. The following questionnaire, designed by the National Council of Churches, may prove useful.

SAMPLE

Goal-Setting Questionnaire

Listed below are a variety of reasons for providing child day care services. Most programs encompass all of these purposes to some extent but place greater emphasis on some more than others. From the list below, please check the THREE purposes (and only THREE for each age group) that best describe the approach you wish this church's program to take.

	Infant	Toddler	Preschool	Before/After School
a. to encourage children's spiritual development	____	____	____	____
b. to encourage children's appreciation of their family values and culture	____	____	____	____

	Infant	Toddler	Preschool	Before/After School
c. to provide an atmosphere of love, warmth, and understanding	____	____	____	____
d. to meet children's basic needs in a safe and happy environment so that parents can be free for work or other activities	____	____	____	____
e. to help children be obedient, accept discipline, improve manners, and be accepting of adult supervision and control	____	____	____	____
f. to provide activities in reading and number concepts to prepare children for elementary school	____	____	____	____
g. to assist each child as an individual to be independent, self-reliant	____	____	____	____
h. to learn at his/her own pace and to feel important or special	____	____	____	____
i. to assist children in groups to share, to cooperate with each other, and to interact with staff	____	____	____	____
j. to enable children to master cognitive skills appropriate to their age group	____	____	____	____
k. other _____ (please specify)	____	____	____	____

Administrative Decisions

There are several important administrative decisions that the planning committee should consider next. All require thoughtful discussion about the relationship between the child care center and the church. Discuss these questions with the planning committee and with the attorney for your church:

1. Who will set administrative policy for the child care program?
2. Who will develop policies and procedures for personnel, programs, scheduling, marketing the program, community relations?
3. Who will have the responsibility to carry out the policies?
4. Who will have responsibility for planning and preparing food?
5. Who will address the critical areas of health, sanitation, and safety?
6. Who will be responsible for financial planning and management?
7. Who will be responsible for bookkeeping and record keeping?
8. Who will name the child care center?
9. Who will monitor and evaluate the program?

Perhaps the most critical administrative decision will be whether the church will simply house a child care center or actually sponsor the center. If the congregation agrees to sponsor the center, then a new tax ID number is not necessary. That is, the church can use its current non-profit number to run the center. But, if the church merely rents space to a child care group, then that group must apply to the North Carolina Secretary of State's Office to become incorporated as a separate entity. If the group wants to operate as a non-profit center, it must also apply to the Internal Revenue Service (IRS) for tax-exempt status. This IRS requirement does not mean that the income of the child care center cannot exceed its expenditures. On the contrary, the child care center planning committee should develop a business plan that will not only keep the center solvent, but also allow it to make some surplus that can be reinvested in the center to expand its size or improve the quality of its program and its facility. (See chapter IV.)

Meeting State and Local Government Requirements

Steps To Take in Obtaining a License

Churches that want to operate a child care program must first obtain a license or a letter of compliance. In North Carolina, the licensing authority is the Department of Human Resources. Request pre-licensing consultation from the department's Division of Child Development by calling (919) 733-4801 or by writing P.O. Box 29553, Raleigh, NC 27626-0553. You will receive a request form from the agency, and once you have completed and

mailed back the form, an agency representative will schedule a visit with you.

During the consultant's visit, obtain a copy of the licensing regulations and license application materials for the type of child care you want to offer. Also request to attend a pre-licensing workshop. These workshops are conducted across the state on a regular basis and are designed to answer basic questions about child care. These sessions are important if your church is to move forward toward meeting the licensing standards and requirements needed to obtain a license. A schedule of times and places for the workshops can be obtained from the licensing consultant. Be sure to reserve a place for members of your planning committee at the next pre-licensing workshop. These workshops cost approximately $30, and you may have to wait because they often fill up quickly.

Church-sponsored programs are not required by law to be licensed. Programs not licensed must obtain a letter of compliance, certifying that they have met all safety, health, and building code requirements. The majority of church-sponsored centers, however, have chosen to become licensed. There are several reasons to do so. Licensing:

- Makes your center eligible for ongoing state-sponsored training.
- Makes your center eligible for the Child and Adult Care Food Program.
- Assures the congregation and participating parents that minimum standards have been met, including health, safety, and educational standards.

Before you complete the licensing application, you will need to complete several other steps. Begin by contacting your city or county zoning office to be sure that child care is an allowable use in your church. Your attorney may be needed to secure a special use permit if the area is not considered suitable for child care by the local zoning office.

Contact your fire marshal's office to learn more about whether your existing building meets fire code requirements. Ask about how paneling in church rooms can be treated to meet child care center requirements. If you are planning a new building, you will save costly construction costs and delays if you solicit help from the fire marshal before you approve architectural plans. (See the sample fire inspection report at the end of this chapter. This form may vary from district to district.)

Check with the county health department to learn more about sanitation and health requirements that must be met before a facility can be issued a child care license. A copy of the Sanitation Standards Evaluation Form for Child Day Care Facilities can be found at the end of this chapter.

If you are constructing or renovating a building, you also will need to contact the building inspector in your city or county. Your building contractor will help you to obtain a permit for this work from the building inspector's office. (See the Building Inspection Report at the end of this chapter.)

Once all the appropriate government offices have assured compliance with state and local requirements, you are ready to request a license or letter of compliance from the consultant who represents the Division of Child Development. (A directory of licensing consultants can be found in Chapter V.) The license or letter of compliance allows your church child care center to open its doors and operate for 12 months. It must be renewed annually.

Legal Requirements for Operating a Licensed Child Care Center

The following information has been provided by the North Carolina Department of Human Resources, Division of Child Development. The information pertains to care for preschool children in center-based care. Those interested in serving older children or operating child care homes will need additional information from their licensing consultant. Second, churches that wish to provide a higher quality of care than this minimal licensing standard are encouraged to set higher goals. Ask your licensing consultant to provide the standards for AA license and/or the even-better quality standards set by the National Association for the Education of Young Children.

Overview of Licensing Requirements for Child Day Care Centers

The information contained in this publication is not a complete description of the standards required for licensure of a day care center. It is intended to assist you in assessing the feasibility of operating a center by highlighting certain requirements which have a direct bearing on the resources needed. Refer to this information as you plan for personnel, building, equipment, supplies, etc.

Licensed Capacity/Attendance

- No center may be licensed for more children than the primary space used by the children can accommodate at 25 square feet per child. Local zoning ordinances may place more stringent limitations on capacity.
- The number of children present in any center may not exceed the licensed capacity; nor may the number of children present in any room exceed the number that room can accommodate at 25 square feet per child.

Staff/Child Ratios and Supervision

- In all centers, children must be supervised at all times.
- In all centers, maximum group size for each age group of children is fixed at twice the staff/child ratio for the respective age group, but not larger than 25 children.
- In all centers, when only one caregiver is required to meet the staff/child ratio, and children under two years of age are in care, the caregiver must not concurrently perform food preparation or other duties which are not direct child care responsibilities.
- When children are taken off the premises, staff must take with them a list of all children in the group.
- For day care centers caring for fewer than 30 children (small centers), the ratios and maximum group sizes are as follows:

Ages of Children	No. of Children	No. of Staff	Group Size
0 to 5 years	5	1	10
1 to 5 years	6	1	12
2 to 5 years	10	1	20
3 to 5 years	15	1	25
5 years and older	20	1	25

- For facilities caring for 30 or more children (medium and large centers), the ratios and maximum group sizes are as follows:

Ages of Children	No. of Children	No. of Staff	Group Size
Under 1 year	5	1	10
1 year	6	1	12
2 years	10	1	20
3 years	15	1	25
4 years	20	1	25
5 years & older	25	1	25

- In medium and large centers, when there is a multi-age group, the staff/child ratio for the youngest child in the group must be maintained for the entire group.
- In medium and large centers, staff members and administrators counted in meeting the staff/child ratio must not concurrently perform food preparation or other duties which are not direct child care responsibilities unless only one caregiver is required to meet the staff/child ratio and no children under two years of age are in care.

Preservice Requirements For Staff

All Staff

- All persons must provide pre-employment medical exams; annual negative TB test results; annual medical statements or health questionnaires; and emergency medical information.

Administrator (Director) on site with planning and administrative responsibilities

- This person must:
  a. be at least 21 years of age, literate, and have a high school or general education diploma;
  b. have two years experience working with children; or an Associate's or Bachelor's degree including twelve semester hours of child-related coursework; or a Child Development Associate credential (CDA); or completion of an early childhood curriculum program at a community or technical college; and
  c. have one year of administrative experience; or have successfully completed or be currently enrolled in thirty-three clock hours (or 3 quarter hours) of training in administration. This administrative training can be completed after the director is hired.

Administrator (Director) responsible for more than one center

- This person must:
  a. meet the qualification in c. of the requirements stated above for the on-site director, and
  b. have at least one full-time person on site at each center who meets the qualifications in a. and b. stated above.
- A person meeting the qualifications for administrator must be on site at each center for a minimum number of hours (varying with center size) each week.

Teacher (person responsible for the daily program for a group of children)

- This person must:
  a. be at least 18 years of age and literate, and
  b. meet one of the following five qualifications:
     1. a high school or general education diploma and one of the following: one year of experience in a child care center, or twenty additional hours of training within the first six months of employment, or have successfully completed the Department of Public Instruction's Child Care Services Occupational Home Economics program, or a passing grade in at least the equivalent of four semester hours in child development; or
     2. a Child Development Associate Credential (CDA); or
     3. a diploma from a one or two year child care program at a community or technical college; or
     4. a college degree with at least four semester hours in child development; or
     5. five years experience in child day care.

Teacher Aide (person responsible for assisting the teacher in providing the daily program for a group of children)

- This person must be at least 16 years of age and literate.

Support Staff (drivers, food handlers, substitutes)

- These persons must meet basic requirements, such as age and license or certification, according to their responsibilities.

Staff Development

- At least one staff person must have successfully completed a course in basic first aid within the last three years.
- At least one staff person must be knowledgeable of and able to recognize common contagious and infectious diseases.
- At least one person who is certified to provide cardiopulmonary resuscitation appropriate for the ages of children in care must be present on the premises.
- All staff who will be in contact with children must receive at least ten hours of a prescribed course of orientation within the first six weeks of employment.
- All staff responsible for planning or supervising the program and all staff working directly with the children must receive inservice training selected according to each person's job-related needs. The amount of inservice training required varies with the person's educational level, professional experience and prior training.

Building

- At least 25 square feet of indoor space per child is required.
- At least 75 square feet of fenced outdoor play space per child is required.
- The building must meet building, sanitation, and fire code requirements and be located in an area free of hazards.
- The center's procedures for handling and serving food, diapering, toileting and cleaning must meet sanitation standards.
- In facilities licensed for 25 or more children, commercial kitchen equipment is required.
- Plans and specifications for new construction or modifications to any existing or proposed day care facilities must be submitted to the local health department and building inspector for review and approval prior to beginning construction. Submit a floor plan to the Child Day Care Section licensing consultant.
- An adequate supply of diapers, clean linens, and an individual bed, cot or mat for each child must be provided.
- Child-size furnishings must be provided and kept in good repair.
- The requirements place specific restrictions on the presence and use of hazardous items.
- The practice of specific safety precautions is required in the center.

NOTE: Read carefully the information about site selection in "Planning for Success in Child Day Care."

Nutrition

- Nutritious meals and snacks which contain the food groups outlined in the Basic Four Food Guide must be provided.
- The number and size of servings must be appropriate for the age and developmental level of the child.
- Arrangements must be made for special diets.
- Menus must be planned a week in advance and posted.
- Individual written feeding schedules must be followed for children under 15 months of age.
- No child can go more than four hours without being offered a meal or snack.

Caregiving Requirements

All Children

- For each group of children, there must be a schedule posted for easy reference by staff and parents which shows the usual routine of care and the time periods assigned to different activities.
- The schedule must indicate a balance between active play and quiet times or rest.

- The activities and the times allotted for them must be appropriate for the ages of the children present.
- The schedule must be followed in a way that allows flexibility to meet children's individual needs.
- There must be a written plan, available to parents and caregivers, which shows the activities available to the children in care.
- Small centers may have a single plan which shows age appropriate activities for all the children in care.
- Medium and large centers must have a plan for each group of children.

Infants and Toddlers (children under 2 years of age)

- Every day, there must be frequent personal interaction between the caregiver and the children.
- Infants must have their positions and locations changed through out the day.
- The children must have frequent opportunities to be outside the crib in addition to when they are being fed or diapered, and non-walkers must have a safe, clean, uncluttered place to crawl or creep.
- Each child must eat, sleep, play, and be diapered according to his own needs, and be toilet trained according to his individual readiness.
- Children must be held for bottle feeding until the child can hold his own bottle.
- There must be at least three different age appropriate toys for each child in care.

Preschool Children (children at least two years old)

- Equipment and materials to stimulate the children's social, emotional, intellectual, and physical growth and which are appropriate to the ages of those in care must be made easily accessible to all children.
- Their schedule must include daily outdoor play. If the weather does not allow for outdoor play, vigorous indoor activities must be substituted.
- The schedules must provide the opportunity for both free-choice and teacher-directed activities.
- Related equipment and materials must be arranged together in activity areas.
- Medium and large centers must have at least four activity areas available in the space occupied by each group of children.
- Small centers must have at least four activity areas available, but they may be shared by different groups of children.
- There must be sufficient equipment and materials for each type of activity to allow three children to participate in the same activity at the same time.

- At least four of the following activity areas must be available every day to preschool children:

  a. art and other creative play
  b. children's books
  c. blocks and block building accessories
  d. manipulative materials
  e. housekeeping and dramatic play

- Equipment for each of the preceding activities, as well as for music and rhythm activities, science and nature activities, and sand and water play must be available to the children at least once a month.
- Whenever one of the following activities is available to the children, it must contain at a minimum the items listed below:

  a. art activity area–crayons and plain paper; paste or glue; paint and paintbrushes; and at least three of the following: scissors, construction paper, easel, clay or playdough or collage materials.

  b. children's books area–at least two age appropriate books per child in each book activity area (books available to the same group of children in other activity areas may be counted), or one book for each child enrolled; in addition, at least two other items which promote language development, such as puppets, flannel boards (or similar items) and appropriate accessories, pictures, or language tapes.

  c. block activity area–a minimum of 90 blocks of three different shapes and sizes and at least two different types of block building accessories such as animals, vehicles, people, etc.

  d. manipulative materials area–at least one item or set of items for each two children in the group, but a minimum of ten items or sets of items offering a variety of materials such as Legos, puzzles, etc.

  e. housekeeping/dramatic play area–a sturdy child-sized play stove, table and chairs; dolls; and at least three of the following: play sink, play refrigerator, doll bed, full-length mirror, dress-up clothes, or realistic accessories such as pots and pans, dishes, doll clothes, etc.

School-Age Children (children five years and older who are attending or have attended school or kindergarten)

- School-age components that operate for three or fewer hours a day must make at least three activities available daily; those operating for more than three hours per day must make at least four activities available daily.
- Age appropriate activities for school-age children include: outdoor play, arts and crafts, block play, books and language, carpentry, community awareness, creative art, cultural studies, dramatic play, environmental studies, field trips, food experiences, games for individuals and small groups, health and safety, life-related chores, money-making projects, music, rhythm and creative movement, number concepts, problem solving, sand and water play, science and nature, self help skills, and sewing.

Transportation

- Vehicles must meet and be maintained according to N.C. inspection standards.
- Liability insurance is required.
- All persons in the vehicle must use seat belts or appropriate child passenger restraint devices.
- Safe procedures for pick up and delivery of children must be followed.
- The required staff/child ratio must be maintained in vehicles.
- The driver must have a valid driver's license of the type required for a vehicle of the size used to transport children.

Discipline

- No corporal punishment is allowed except in religious-sponsored facilities operating under the provisions of G.S. 110-106.
- Discipline may in no way be related to food, rest, or toileting.
- Children may never be locked up.
- Discipline may never be delegated to another child.
- The center's discipline policy must be provided to parents in writing.

Records

- Each child in care must have a completed application for enrollment and a medical exam report or health assessment.
- A plan for obtaining emergency medical care and emergency medical care information for each child and staff person must be on file.
- Written instructions from the parent or physician are required when medicine is given.
- An application for employment and the required medical statements and/or questionnaires for staff and volunteers.
- Documentation of staff orientation and in-service training is required.
- An evacuation plan and fire drill records are required.
- Attendance records must be maintained.
- A signed statement by the parent that he has received the center's written discipline policy is required to be in each child's file.
- Written permission for each child who is allowed to play outside the fenced outdoor play area or is taken off the premises for activities.

* Prepare in Triplicate

Identification No. _____
County _____
Date of Inspection _____

Fire Inspection Report for Child Day Care Facilities

Name of Facility _____ Telephone No. _____
Mailing Address _____ City _____ Zip Code _____
Owner of Building _____ Telephone No. _____
Operator of Facility _____ Telephone No. _____

1. Are all children housed only on the first level? ..... Yes___ No___
   If "No", which levels are used? _____
2. Have all alterations and additions (if any) been approved by the building inspector? NA___ Yes___ No___

Items of Inspection Check One: S—Satisfactory
U—Unsatisfactory
NA—Not Applicable

	S	U	NA
3. Protective guards on vented fuel burning or portable electric space heaters or fireplaces			
4. Condition of furnace, heaters, flues, smoke pipes and chimneys			
5. Approved safety relief valve on hot water heater			
6. Condition of electric cords and appliances			
7. 15 amp fuses on all light circuits (where applicable)			
8. Condition of wiring and fixtures			
9. Exit lights (if required by building inspection form**)			
10. Exit doors have approved locking device (free of night latches, hasps or inside locks)			
11. Exits and hallways free from obstructions			
12. Manual alarm, or other sounding device, or fire alarm system			
Describe the kind of alarm, device, or system: _____			
13. Fire detection system (if required by building inspection forms**)			
14. Approved fire extinguishers (in accordance with NFPA #10 on portable fire extinguishers)			
15. Evacuation plan posted			
16. Evidence of monthly fire drills conducted			
17. Rubbish, trash and other hazards cleared from attic, basement, closets, garage, furnace room, heaters and stoves			
18. Flammable liquids in building are properly stored			
19. Emergency telephone numbers by telephone			

REMARKS

This is to certify that fire prevention conditions in this center have been inspected and

_____ ☐ approved for day time care only
_____ ☐ approved for day time and night care (Check appropriate box.)
_____ ☐ not approved

Inspection by _____ Title of Inspector _____
(Signature)
Address _____ Phone _____

* Prepare form in triplicate—one copy retained by local fire authority, and two copies given to the operator of the day care facility, one of which is to be mailed to the Child Day Care Section.
** Fireman should always refer to original Building Inspection Report (in day care operator's files) on questions about Building Code Requirements.

DCD—0303
Rev. 11/93

N. C. DEPARTMENT OF ENVIRONMENT, HEALTH, AND NATURAL RESOURCES, DIVISION OF ENVIRONMENTAL HEALTH

SANITATION STANDARDS EVALUATION FORM FOR CHILD DAY CARE FACILITIES

Health Department | Facility ID No. | Maximum Capacity | Demerit Score

Classification:
- ☐ Superior
- ☐ Approved
- ☐ Provisional
- ☐ Disapproved

Name of Facility | Operator

Address

	Pt.	Pts. Deducted
FOOD: (.2804–.2808; .2816)		
*01 From approved sources, free from spoilage and adulteration	6	
02 Potentially hazardous food temp. 45°F and below or 140°F and above	5	
03 Properly prepared, packaged, and identified	4	
04 Not re-served	4	
05 Protected at all times	4	
06 Refrigerators with thermometers, product thermometers provided	3	
FOOD SERVICE EQUIPMENT AND UTENSILS: (.2809–.2814)		
*07 Meets specifications for refrigeration, sinks, lavatory and dishwashing equipment according to number of children and type of service	6	
08 Meets specifications for other equipment according to number of children and type of service	4	
*09 Food contact surfaces, including multi-use utensils, properly washed, rinsed and sanitized	6	
*10 Single-service articles not reused	6	
11 Equipment and utensils, approved material and construction	4	
12 Non-food contact surfaces clean	4	
13 Equipment and utensils, including single-service articles, protected from contamination	4	
14 Single-use articles not re-used	2	
15 Approved testing equipment for chemical sanitizers	2	
WATER SUPPLY: (.2815); DRINKING WATER FACILITIES: (.2816)		
*16 If used, private supply meets 15A NCAC 18A .1700; children's lavatory water more than 110°F	6	
*17 Hot water supply adequate	6	
18 Hot and cold water piped to points of use	4	
19 No cross connections, backflow prevention devices provided	4	
20 Drinking fountains of approved type, regulated, clean	4	
TOILET AND LAVATORY FACILITIES: (.2817–.2818)		
21 Toilets and lavatories provided	5	
22 Fixtures properly sized, cleaned, sanitized, and in good repair	4	
23 Potty chairs properly cleaned and sanitized	4	
24 Soap, disposable towels; handwash signs posted	3	
25 Hot water temp. at lavatories accessible to children less than 90°F	3	
26 Toilet rooms and lavatories free of storage	2	
DIAPER CHANGING FACILITIES: (.2817–.2819)		
*27 Approved facilities	6	
*28 Diapering surface cleaned and sanitized after each use; sanitizing solution provided	6	
29 Approved diapering methods by caregivers	5	
30 Lavatory conveniently located	3	
31 Test kits provided	2	
32 Diapering surfaces free of storage	2	
33 Diaper changing, handwashing, and clean-up signs posted	2	
STORAGE: (.2820)		
*34 Medications and hazardous products properly stored and locked	6	
35 Facilities provided for storage	3	
36 Facilities clean	2	
BEDS, COTS, MATS AND LINENS: (.2821)		
37 Adequate beds, cots, or mats and individual linen provided	5	
38 Beds, cots, mats properly stored, labeled, spaced during use; good repair, clean	4	
39 Linen clean, in good repair; properly handled and stored	4	
FURNITURE AND TOYS: (.2822)		
40 No peeling, flaking, chalking paint	2	
41 Easily cleanable construction, good repair, clean	4	
42 Mouth-contact surfaces sanitized in infant and toddler rooms	4	
PERSONNEL: (.2823)		
43 Conform to hygienic practices, clean clothes	2	
44 Food service personnel: hair restraints, no fingernail polish	2	
FLOORS, WALLS & CEILINGS: (.2824–.2825)		
45 No peeling, flaking, chalking paint	2	
46 Easily cleanable, good repair, clean	4	
LIGHTING AND THERMAL ENVIRONMENT: (.2826)		
47 Maintained as required	4	
48 Equipment clean and in good repair	2	
COMMUNICABLE DISEASE CONTROL: HANDWASHING: [.2827–.2828(a); .2808(c)]		
49 Designated area for sick children	5	
50 Proper handwashing	5	
LIQUID WASTES: (.2829)		
*51 Sewage disposed of by approved methods	6	
SOLID WASTES: (.2830)		
52 Garbage in covered, standard containers	3	
53 Solid wastes properly handled	2	
54 Can cleaning facilities adequate and clean	2	
55 Containers, storage room clean	2	
ANIMAL & VERMIN CONTROL: PREMISES; OUTDOOR ACTIVITY AREA: (.2831–.2832)		
*56 Approved pesticides, properly used	6	
57 No peeling, flaking, chalking paint on play equipment	2	
58 Effective control of rodents, insects, and other vermin	4	
59 No animals allowed in food preparation areas	4	
60 No unrestrained animal in play areas or facility	4	
61 Premises clean, drained, and free of vermin harborages and breeding areas	4	
62 Equipment free of rust and corrosion	2	
63 Sandboxes properly constructed, clean	2	
SWIMMING & WADING POOLS: (.2833)		
64 Designed, constructed, operated and maintained as required	4	

*Indicates critical item (6-point demerit).

39

DATE _____ SIGNED _____ AGENT

DIVISION OF ENVIRONMENTAL HEALTH

Purpose: General Statute 110-91 requires the Commission for Health Services to approve standards governing the sanitation of child day care facilities. The statute also requires the facility to submit evidence to the Commission that it conforms to the standards. This form is to provide such evidence.

Preparation: Local environmental health specialists shall complete the form every time an inspection is conducted and prepare an original and two copies to be submitted:

1. Original for Child Day Care Section
2. Facility operator.
3. Local health department.

Classification: Superior—0–15 demerits, no 6–point demerit
Approved—16–30 demerits, no 6–point demerit
Provisional—31–45, or 6–point demerit
Disapproved—46 or more demerits, or failure to improve Provisional classification

Disposition: This form may be destroyed in accordance with Standard 7, Inspection Records, of the *Records Disposition Schedule* published by the N.C. Division of Archives and History.

Additional forms may be ordered from: Environmental Health Services Section
Division of Environmental Health
P. O. Box 27687
Raleigh, NC 27611-7687
(Courier 52-01-00)

REMARKS: _____

_____

_____

_____

40

*Prepare in Triplicate
Form No. DFS-0304
Rev. 4-86

Identification No. _____
County _____
Date of Inspection _____

Building Inspection Report
For "Day Care Centers" (more than 15 children)

Name of Facility _____
Street Address _____ Telephone No. _____
City _____ State _____ Telephone No. _____
Number of rooms approved for children _____ Is entire building used for day care? Yes___ No___
Please check appropriate squares:
Renovation or addition ☐ New facility or operation ☐

Answer all questions below. If an item is not applicable, enter "NA" in the blank with written explanation.

A. Construction for Group E—"Educational Occupancy" ("centers" with all children age 3 years and older; or with children under 3 years of age occupying rooms with a direct exit to the outside; or with a staff-child ratio meeting certification requirements as listed in Section B of this form.)

1. If the building is wood frame construction (normally used for dwellings), is it restricted to one story in height and not more than 6,000 square feet in area? ..... Yes___ No___
2. Are all exit corridors constructed of materials having a fire resistance rating of not less than one hour? ("NA" if each room occupied by children has a direct exit to outside.) .. Yes___ No___
3. Are all interior corridors more than 300 feet in length divided into sections not to exceed 300 feet in length by smoke barriers consisting of 1 hour rated partitions with smokestop doors? ..... Yes___ No___
4. Does useable space have at least 8% of its floor area composed of windows with ½ of these windows openable, or is space mechanically ventilated? ..... Yes___ No___

Fire

5. Does this facility have a manually operated fire alarm system (electrically installed system with pull box stations)? ..... Yes___ No___

Questions 6, 7, and 8 are not applicable if each room occupied by children has a direct exit to the outside. (This classifies the corridor as a "convenience corridor" and eliminates need of the smoke detectors.)

6. Does this facility have listed smoke detection devices in <u>all</u> corridors as required in Section 720.2? ..... Yes___ No___
7. Corridors are less than 90 feet in length, or the smoke detection devices are electrically interconnected to the fire alarm system (Section 720.2) ..... Yes___ No___
8. Smoke detection devices required (as outlined in Section 720.2) are interconnected ..... Yes___ No___
9. This center has posted a plan of evacuation (in event of fire or other emergency) to areas of refuge from the building and all employees are instructed regarding their duties under the plan ..... Yes___ No___
10. Is there an approved first aid fire appliance (2¾ pound dry chemical extinguisher or 6-B:C rated extinguisher) at the kitchen, and at least one 2½ gallon water type extinguisher or other approved extinguisher for each 2,500 square feet of floor area (NFPA #10)? ..... Yes___ No___
11. Are these extinguishers located on each floor so that a person will not have to travel more than 100 feet from any point to reach the nearest unit? ..... Yes___ No___

Exits

12. Are there at least 2 exits (doors, stairs or smoke proof towers, ramps, horizontal exits) remote from each other on each floor or fire section of the building? ..... Yes___ No___
13. Are there two separate and distinct ways of egress extending from the uppermost floor to the ground? ..... Yes___ No___

BEST COPY AVAILABLE

14. Is the exit capacity adequate? ..... Yes___ No___

15. Are all exits adequately lighted at all times that the building is occupied? ..... Yes___ No___

16. Are these exits identified by readily visible signs where the exit or way to reach it is not immediately obvious to the occupants? (Signs are not required in buildings with capacity of less than 30 persons.) ..... Yes___ No___

Corridors and Access to Exits

17. Does each interior corridor have no less than one hour fire resistive construction and all openings protected with 1¾" solid wood bonded core doors, hollow metal or equivalent? (NA" if each room occupied by children has direct exit to outside.) ..... Yes___ No___

18. If glass vision panels are used, are they of ¼" thick wired glass and each pane no more than 1,296 square inches in approved metal frames? ..... Yes___ No___

19. Are all required exits through unobstructed corridors and without passage through a room or closet? ..... Yes___ No___

20. Are all approaches to exits kept continuously free of all obstructions? ..... Yes___ No___

21. Are all doorways between occupied spaces and the required exit and all exit doorways leading to the exterior not less than 36" in width? ..... Yes___ No___

22. Are all corridors, ramps and passageways not less than 6 feet clear width in all areas serving as means of egress? ..... Yes___ No___

23. Is this center without any "corridor dead ends" exceeding 30 feet in length? ..... Yes___ No___

24. Are all exits so placed that the entrance door of every room occupied by children, including dining room, is no more than 100 feet (along the line of travel) from the nearest exterior exit? ..... Yes___ No___

25. Are all doors in the line of exit travel from an occupied room of swinging type (side hinged)? ..... Yes___ No___

Stairs

26. Are stairs at least 44 inches in width and enclosed with one hour rated walls, with 1¾" solid wood bonded core doors at least 36 inches wide with automatic closers? ..... Yes___ No___

Walls

27. Are all walls and ceilings covered with plaster, gypsum wall board or other noncombustible surfaces or are walls and ceilings 1 hour fire rated as outlined in Table 400 of N. C. State Building Code, Vol. I? ..... Yes___ No___

28 Do interior wall and ceiling finish material have flame spread rating of 25 or less in corridors and stairways and 200 or less for all other areas? (This should prohibit use of untreated combustible fibre boards, wood and other combustible finishes.) ..... Yes___ No___

Heating Systems

29. The building is free of fuel burning space heaters or portable electric space heaters .. Yes___ No___

30. Air conditioning, ventilation, heating, cooking and other service equipment have been inspected and deemed safe by appropriate inspectors ..... Yes___ No___

31. Combustion and ventilation air for boiler or heater rooms is taken directly from and discharged to the outside of the building. ("NA" if electric heat is installed) ..... Yes___ No___

Hazardous Areas

32. The boiler and heater rooms and other hazardous areas are separated from the rest of the building by construction having a fire resistance rating of at least 1 hour. (NA" if electric heat is installed.) ..... Yes___ No___

33. Unprotected attics and unfinished basements are not used for combustible storage .... Yes___ No___

B. Construction for Group I—"Institutional (unrestrained) Occupancy" ("centers" caring for children under 3 years of age which do not have a direct exit to the outside from every room occupied by children under 3 years of age, or do not maintain at all times the Certification requirements for staff-child ratio of 1 staff to 5 infants under age 1; 1 staff to 6 one year olds; 1 staff to 7 two years olds; 1 staff to 10 three year olds; 1 staff to 12 four year olds; 1 staff to 15 five year olds; and 1 staff to 20 six year olds and older). The "direct exits to outside from every room occupied by children under 3 years of age" or the "certification staffing" will change Group I—"Institutional (unrestrained) Occupancy" to Group E—"Educational Occupancy.")

42

1. Does the building have exit doors directly to the outside from every room occupied by children under 3 years of age? ..... Yes___ No___

If question B.1 is answered "yes", do not answer questions B.2 through B.6. The center will be classified as Group E—"Educational Occupancy". Thus, the manual fire alarm system (as approved in questions A. 5, 6, 7, and 8) is acceptable.
If question B.1 is answered "NO", the center must meet Group I—"Institutional (unrestrained) Occupancy" classification and questions B.2 or B.3 and questions B.4, 5, and 6 must be answered "YES" or "NA" (with explanation).

2. Does this facility have an approved automatic sprinkler system or automatic fire detection system with approved and listed smoke detection devices installed in all corridors (Sec. 720.2)? ..... Yes___ No___
3. Does this center maintain at all times the Certification Requirements for the staff-child ratio of 1 staff per 5 infants under age one; 1:6 one year olds; 1:7 two year olds; 1:10 three year olds; 1:12 four year olds; 1:15 five year olds; 1:20 six year olds and older? ..... Yes___ No___
4. Is wood frame construction (normally used for dwellings) restricted to one story in height and not more than 2,500 square feet in area? ..... Yes___ No___
5. Are all interior corridors more than 150 feet in length divided into sections not to exceed 150 feet in length by smoke barriers, consisting of one hour rated partitions with smoke stop doors? ..... Yes___ No___
6. Are all walls and ceilings throughout the entire building constructed of materials having fire resistance of not less than one hour? ..... Yes___ No___

C. **Answer for new buildings only:**

1. Have architects, engineers, contractors, inspectors met State Building, Plumbing, Heating and Electrical Codes for technical construction details? ..... Yes___ No___
2. Has a set of plans been submitted to:
   1) Local Building Inspector or N. C. State Department of Insurance ..... Yes___ No___
   2) Local Health Department ..... Yes___ No___
   3) The Child Day Care Section (floor plan only) ..... Yes___ No___
3. Did the builder have a building permit from the local building inspector and/or occupancy permit? ..... Yes___ No___

D. **Renovation or new addition meets N.C. State Building Code and/or new addition is separated from existing structure by solid masonry fire walls at least 12 inches thick?** ..... Yes___ No___

Facility Disapproved ..... ☐
Facility Approved for Children Age 3 Years and Older ..... ☐
Facility Approved for Children Under Age 3 and Age 3 Years and Older ..... ☐
(Inspector should check appropriate block above.)

(Signature of Inspector) _____ (Address) _____

(Title of Inspector) _____ (Phone Number) _____

In areas where the responsibility for building inspection is delegated to the fire department or other officials, the appropriate person shall complete this form.

*The Building Report is to be prepared in triplicate—one copy retained by building inspector and two copies given to the operator of the day care facility, one of which is to be mailed to the Child Day Care Section.

NOTE: If the inspector checks the "facility approved" blank or thinks it should be checked, even though one or more questions are answered "no", the inspector must explain in detail and give his recommendations on whether equivalent protection for the safety of the children is being provided for each question answered "no".

Comments:

CHAPTER FOUR

Developing a Business Plan

The other major component of your plan concerns finances. This chapter will explain how to develop a budget, balance income and expenses, and analyze cash flow analysis. In addition, it will offer suggestions on how to market your center.

The Action Thus Far

Let us assume that the planning committee at your church has completed these tasks:

- — Raised awareness of the need for child care among church members.
- — Surveyed the need for child care by church members and others in your community.
- — Reviewed services provided by existing child care centers and homes in your area.
- — Reviewed state child care licensing law.
- — Met with the fire marshal, the health department sanitation inspector, and the child care licensing consultant.
- — Had the facility that will house the child care center inspected by the building inspector.

The committee has recommended that the church plan, organize, and start a child care center for both preschool and school-age children, retrofitting the existing Sunday school building to meet licensing standards. The minister and the congregation have endorsed the concept of a center.

But the finance committee of the church has asked what the center will cost the church. Will parent fees cover the full costs of care? Will the program be financially self-sufficient? Clearly, the next step in the planning process is to develop a financial management plan. Each year, many small businesses, including church child care centers, fail because revenues are overestimated, costs are underestimated, and sound management principles are ignored. Many needed loans are refused because of the lack of a realistic, comprehensive financial management plan.

Developing a Budget

The first step in developing a budget is to list all possible expenditures and all sources of revenue you may generate to cover these costs. Since your program is new, you will want to prepare a start-up budget to reflect one-time costs associated with starting a program as well as an operating budget that will guide your center when it is actually in business.

The table at the end of this chapter, developed by the N.C. Department of Human Resources, Division of Child Development, is a useful format that should help you construct your start-up budget and your operating budget.

Notice that start-up costs should be computed for the child care facility: construction costs (purchase of land, building construction or renovation, architect fees); food service (purchase of institutional quality commercial kitchen equipment); transportation (buses or vans if you intend to transport children); staff (hire your center director three months before your program opens and let him or her plan the center, write policies, interview, and hire teachers, aides, and other staff); program supplies; administrative expenses; and other activities.

Sources of revenue to cover these expenses also should be identified. Tips in a later section may help you identify revenue sources that will get your center started and keep it afloat for the first three months of operation, by which time the center should be fully enrolled.

You also will need to develop an operating budget based on projected monthly expenses and projected income.

Expenditures

The first and by far the most expensive category in your budget will be personnel costs. Between 70 and 80 percent of a child care center budget generally goes to pay for the salary and benefits of the staff. Investigate, informally, the existing salary range of child care workers in your community before setting your own pay schedule. Don't forget to include taxes, Social Security, unemployment insurance, and workers' compensation.

The second largest expenditure will cover the costs of program and food service operation. Program costs include supplies, equipment, games, toys, music and art equipment and supplies, parent involvement programs, and field trips. Food service operation includes not only the cost of food itself, but also the cost of planning menus, shopping for food, transporting the groceries, and providing equipment and supplies to cook and serve the food.

Almost as costly are the expenses involved in the physical setting. Include rent, utilities, cribs, cots, mats, child-size furniture, janitorial supplies, building and grounds equipment and maintenance.

Administrative costs must be figured into the budget. This category includes liability and property insurance, duplicating, telephone, fax, postage, office supplies, and local licensing fees.

Ensure the quality of your program by covering the expense of staff development. Budget realistically for training courses, workshops, and travel expenses to help your teachers hone their skills.

Finally, some churches may wish to offer a transportation service for children. If you offer this service, budget—as appropriate—for vehicle payments, gas, maintenance, repairs, seat restraints, first aid kit, license fee, inspection fee, depreciation of buses, and/or mileage reimbursement to staff.

Revenues

The primary source of income for your center will be child care fees. The fees are usually based on:

(a) The age of the child. Infants need more staff to care for them than do preschoolers and school-age children; therefore, fees for children graduate down as children get older.

(b) Prevailing market rates. The rates in rural areas often are lower than in urban counties.

There is a simple way to get an idea about fees in your area. Each year the Division of Child Development conducts a survey of child care rates charged to fee-paying parents whose children are enrolled in state-regulated centers and family day care homes. From this it sets "market" rates for different age groups. These market rates are used to determine how much may be paid for subsidized care in a given county. At the end of this chapter you will find an example of market rates for each county in North Carolina. Find your county in the first column and then look for the rate for each age group in the columns to the right. These rates may change several times a year.

Use this rate chart as a guide for setting rates for each age group of children in your center. It can be especially helpful in predicting the amount of money you will be reimbursed for caring for children placed at your center and subsidized by the department of social services. But use the chart carefully. The county may choose to negotiate lower rates for subsidized children, or limited funds may prevent it from subsidizing all eligible children. Keep in mind, too, that you will need to increase the amount you charge fee-paying parents to reflect actual costs of care. You also may need to increase the fees you charge to attain a higher quality program. As an additional check, you may wish to call other child care centers in your area to verify the "going rate." Be competitive, but don't compromise on quality.

Rates for children with special needs are appreciably higher than those indicated on the chart, depending upon the needs of the child. The department of social services may pay up to $486 a month to mainstream an eligible child with special needs in a child care home or center. The additional money can be used toward the purchase of appropriate equipment and/or additional staff needed to meet the special needs of the child. These additional needs and expenses must be documented.

Now you have established your rates. To estimate your income, it is also important to know how many children you will serve, their ages, and whether they qualify for special rates.

For example, let's say the going rate for after-school care is $25 a week. On this basis, estimate revenue at:

10 children at $25 a week = $250 a week X 4.3 weeks
or $1,075 a month

16 children at $25 a week = $400 a week X 4.3 weeks
or $1,720 a month

20 children at $25 a week = $500 a week X 4.3 weeks
or $2,150 a month

During the first few months of your program, you can expect to enroll fewer children than you have spaces for. Budget accordingly.

In addition to monthly fees, a second source of revenue for your church center is registration fees. Some churches charge parents a registration fee to reserve a space in the program. Consider this means of enhancing your income and improving cash flow the first two months before your child care center opens.

A significant income enhancement is revenue from the Child and Adult Care Food Program. Contact your regional representative at the N.C. Department of Public Instruction for information regarding reimbursement of food costs for low-income children. The Child and Adult Care Food Program may be sponsored by public or private non-profit institutions. Private, for-profit institutions that want to participate must meet specific enrollment requirements. At least 25 percent of the children they serve must be subsidized with public dollars administered by the county department of social services. Family child care homes also must meet this requirement and must be organized under an umbrella organization or sponsor.

The program sets food reimbursement rates according to the family income of each child enrolled in the center. In 1993, for example, meals could be fully reimbursed for children from a family of four making less than $1,555 a month and for children from a family of three earning less than $1,289 a month. Meals could be partially reimbursed for children whose families earned more income.

A sponsor and child care center can expect to be reimbursed for meals for very low-income children (called free meals) or children of working poor families (called reduced price meals) at the following maximum rates:

Breakfast	
Free for very low income children	$.94
Reduced price for children of working poor	$.64
Lunch	
Free	$1.69
Reduced price	$1.29

Dinner	
(same rates as lunch)	
Snacks	
Free	$.46
Reduced price	$.23

Some reimbursement also may be available for children who do not qualify for free or reduced price meals. Ask your food program consultant to calculate a "blended rate" to get reimbursement for all the children at your center.

Your church may wish to earmark a portion of the church budget for the child care center. Individual members also may wish to contribute money, supplies, and their talents.

Don't forget to seek contributions from outside the church as well. Contact your United Way, local businesses, and civic organizations such as sororities, fraternities, Rotary, Kiwanis, and Business and Professional Women.

The Budget Advantages of a Church-Sponsored Child Care Center

As previously discussed, your church may designate a specific amount of money for the child care center. Another way it can help is by underwriting some or all of certain costs. For example, it may absorb the cost of rent, playground and nursery equipment, insurance, building and grounds upkeep, utilities, or office and administrative expenses. In-kind contributions can be shown in the church budget under local missions.

Another possibility is for the church and child care center to share some costs. For fixed costs, this can benefit the church as well as the child care program.

Here are some additional ideas for lowering your costs while maintaining the quality of your program.

Personnel

Between 70 to 80 percent of a church child care center budget is used to pay the staff—the salary and benefits of the director, teachers, teaching assistants, and others. Savings on personnel costs can be realized in several ways.

1. Recruit volunteers to help with clerical and administrative work, thus saving the director's time and the cost of hiring an administrative assistant.
2. Recruit volunteers as assistant teachers, cooks, and bus drivers.
3. Contact government agencies to learn about public dollars that pay the salary of those needing job training and apprenticeship experience in child care settings. Specifically, contact:
    - Job Training Partnership Act agency representative at your local community college and high school

- Summer Youth Program representative at the high school
- Vocational Rehabilitation Agency
- Foster Grandparents Program
- JOBS Program representative at your county department of social services
- Senior Employment Program or National Caucus for Black Aged at your Council on Aging (or contact Seawell Wilson in Burlington, N.C., telephone 919-229-6384)
- Displaced homemaker program representative at your council of governments office
- Adviser for student interns and apprentices from your local high school or community college

Be sure to ask the agency representative if salaries for these individuals will be provided. Ask, too, if some of the members of your own congregation are eligible to receive compensation under the program. Be sure to screen all applicants to see if they are able to carry out these important child care responsibilities.

Food Service Operation

1. Contract out food service preparation, thus saving the costs of buying refrigerators, stoves, and other kitchen equipment. Contracting also will save the cost of hiring a cook and using the director's time in planning meals and shopping for groceries.
2. Start or join a consortium that administers a community kitchen. The centralized kitchen can provide every government and non-profit agency in the community with food. Consider including Head Start, Meals on Wheels, on-site meals programs for senior citizens, hospitals, child care centers, and family child care homes, schools, hospitals, and churches. Use church buses to deliver the food.

Occupancy

1. Be sure to make full use of church volunteers to renovate the building and maintain the grounds.
2. Contact your local Habitat for Humanity office to get your renovation/construction project in their program.
3. Use Boy Scouts and vocational education students to inspect and renovate playground equipment.

Transportation

1. Use church buses to transport children on field trips; use volunteers to help supervise children on these trips.

2. Use church vans and buses to transport children to preschool and school-aged child care programs.
3. Let parents transport children if they can because it gives them an opportunity for regular contact with center personnel. Add transportation fees if parents are unable to transport children.

Program Budget Boosters

1. Call on church members to donate toys, equipment, materials, home made dolls, curtains, rugs, dress-up clothes, etc.
2. Call on church committees to hold fund-raisers to help the child care center.
3. Call on local merchants to donate furniture, carpet remnants, building supplies, fences.

Staff Development

1. Advocate for a child development specialist at the state or regional level of the church denomination. Urge the specialist to follow the lead of the United Methodist Church in offering technical assistance and training to church care providers.
2. Take advantage of the T.E.A.C.H. program that offers scholarships to child care workers who enroll in community college child development associate programs.

Income/Expense Projections

Once your center has opened its door, you will want to monitor the budget closely and, if necessary, adjust your projected budget to reflect actual expenditures and realistic income levels. You may wish to use the sample form at the end of this chapter to help in this process. The Center for Community Self-Help developed it specifically for use by child care centers.

Developing A Marketing Plan

Now is the time to trumpet your accomplishment. Start advertising your center at least three months before you open for business. Tell the parents in your congregation that you have a special service to offer. Visit the local chamber of commerce, real estate agents, businesses, banks, and pediatricians, and drop off a brochure or flier that advertises your service. Call on church members to leave brochures at schools, libraries, hospitals, government agencies, other churches, shopping malls, markets, and laundries. If you can afford it, use newspaper or radio to advertise your new service.

Contact your county department of social services to enroll children from low-income families. Be sure to ask for reimbursement for care of these children from a variety of federal and state programs that the county department of social services administers. To make sure you have covered all possible subsidy

programs, you may wish to talk with the child care coordinator, the JOBS program coordinator, and the director of the department of social services. Find the child care resource and referral agency nearest you and enlist its help (Chapter V for listings).

Most important, use networking to market your center. Most parents rely on word-of-mouth recommendations in choosing a child care center. Ask your church members to serve on a speakers bureau and to announce and describe your child care center to local civic and church groups. Once your center has opened, recruit satisfied parents to serve on the speakers bureau. Be sure that your brochure and your speakers provide the following information:

1. Name, address, and telephone number of the center.
2. Ages of children who can be enrolled.
3. Hours and days the center will be open.
4. Fees.
5. Description of the program.
6. Staff members and their qualifications.
7. The unique service your center will offer (evening hours, infant/toddler care, transportation, developmentally appropriate care, care for children with special needs).
8. Church or center contact for further information.
9. Date you will open.

CHILD DAY CARE BUDGET GUIDE

Estimated Expense

	Monthly Operations	Start-Up
A. **Personnel**: director, caregivers, cook, driver, bookkeeper, secretary, janitor, substitutes	$	
B. **Fringe Benefits**: social security, federal unemployment, state unemployment, workman's compensation, other	$	
C. **Staff Development**: professional journals, books, courses, workshops, orientation materials, travel and per diem	$	$
D. **Facility**: deposits, down payment, rent, mortgage payment, utility connection fee, utilities, renovation, fencing, maintenance, repair, janitorial supplies and service, child-size tables and chairs, office furniture, file cabinet, phone, major kitchen appliances, copy machine, outdoor play equipment, cots, mats, cribs, linens, diapers, household supplies, first aid kit, fire extinguishers, smoke alarms, depreciation.	$	$
E. **Food Service**: food, kitchen equipment, small appliances, cups, plates, baby bottles, food storage containers, refrigerator thermometer	$	$
F. **Program Supplies**: books, indoor and outdoor toys, music equipment and supplies, games, art supplies, etc.	$	$
G. **Transportation of Children**: vehicle payments, gas, maintenance,repairs, seat restraints, first aid kit, license fee, inspection fee, depreciation, mileage reimbursement to staff, public transportation	$	$

H. **Administrative Expenses:** permits, licenses, audit, typing, forms, office supplies, postage, printing, copying, files, advertising, property insurance, vehicle insurance, liability insurance, property tax, income tax, travel	$_____	$_____
I. **Parent Involvement:** parent handbook, meetings, newsletter	$_____	$_____
J. **Miscellaneous Expenses**	$_____	$_____
TOTAL	$_____	$_____

Estimated Income

	Monthly	Start-Up Capital
A. **Fees for Caregiving**	$_____	
B. **Fees for Registration or Enrollment**	$_____	
C. **Fees for Transportation**	$_____	
D. **Fees for Special Lessons or Services**	$_____	
Note: Estimates for fees should allow for slow initial enrollment and continuing under enrollment		
E. **Other Income** (e.g. Child Care Food Program, donations, fund raising activities, grants, cash on hand, loans etc.)	$_____	$_____
TOTAL	$_____	$_____

1993 MARKET RATES FOR DAY CARE FACILITIES

		(DAY CARE CENTERS AND LARGE DAY CARE HOMES)			
CO NO	COUNTY NAME	INFANT/TODDLER RATES	TWO-YR-OLD RATES	THREE-YR-OLD RATES	4 YRS & OLDE RATES
01	ALAMANCE	355	312	311	294
02	ALEXANDER	346	317	247	251
03	ALLEGHANY	268	269	234	229
04	ANSON	225	216	225	229
05	ASHE	255	269	238	229
06	AVERY	311	291	247	251
07	BEAUFORT	311	312	290	272
08	BERTIE	311	291	290	285
09	BLADEN	311	204	203	207
10	BRUNSWICK	311	312	290	294
11	BUNCOMBE	290	269	268	272
12	BURKE	268	248	236	240
13	CABARRUS	333	299	287	294
14	CALDWELL	337	269	268	238
15	CAMDEN	311	291	290	285
16	CARTERET	277	278	255	259
17	CASWELL	290	269	268	272
18	CATAWBA	309	293	283	287
19	CHATHAM	385	291	290	294
20	CHEROKEE	268	269	247	238
21	CHOWAN	333	291	290	251
22	CLAY	268	269	247	251
23	CLEVELAND	255	248	247	251
24	COLUMBUS	236	226	225	251
25	CRAVEN	268	269	268	272
26	CUMBERLAND	303	275	268	272
27	CURRITUCK	311	291	290	285
28	DARE	311	312	311	315
29	DAVIDSON	294	282	268	272
30	DAVIE	290	269	247	251
31	DUPLIN	311	291	290	285
32	DURHAM	411	369	359	363
33	EDGECOMBE	259	239	238	251
34	FORSYTH	342	312	311	311
35	FRANKLIN	385	356	333	333
36	GASTON	298	286	281	285
37	GATES	311	291	290	285
38	GRAHAM	268	269	247	251
39	GRANVILLE	333	334	333	315
40	GREENE	311	291	290	285
41	GUILFORD	346	367	324	326
42	HALIFAX	290	260	259	263
43	HARNETT	268	258	257	251
44	HAYWOOD	264	265	236	240
45	HENDERSON	298	299	290	281
46	HERTFORD	311	248	247	251
47	HOKE	247	248	247	251
48	HYDE	311	291	290	285
49	IREDELL	298	282	281	285
50	JACKSON	268	269	268	272
51	JOHNSTON	252	248	247	251

1993 MARKET RATES FOR DAY CARE FACILITIES

(DAY CARE CENTERS AND LARGE DAY CARE HOMES)

CO NO	COUNTY NAME	INFANT/TODDLER RATES	TWO-YR-OLD RATES	THREE-YR-OLD RATES	4 YRS & OLDE RATES
52	JONES	311	291	290	285
53	LEE	268	269	268	272
54	LENOIR	247	248	247	242
55	LINCOLN	311	304	290	285
56	MACON	290	269	247	251
57	MADISON	268	269	247	251
58	MARTIN	247	248	247	251
59	MCDOWELL	247	237	225	229
60	MECKLENBURG	441	408	398	380
61	MITCHELL	268	269	247	251
62	MONTGOMERY	225	213	212	216
63	MOORE	311	334	277	272
64	NASH	290	282	268	272
65	NEW HANOVER	333	325	311	337
66	NORTH HAMPTON	311	291	290	285
67	ONSLOW	268	269	247	251
68	ORANGE	433	434	411	411
69	PAMLICO	311	291	290	285
70	PASQUOTANK	311	248	247	251
71	PENDER	311	291	290	285
72	PERQUIMANS	311	291	255	251
73	PERSON	290	269	247	251
74	PITT	311	291	290	294
75	POLK	268	269	257	261
76	RANDOLPH	290	269	247	251
77	RICHMOND	247	248	247	251
78	ROBESON	225	217	216	220
79	ROCKINGHAM	268	248	247	251
80	ROWAN	290	282	290	294
81	RUTHERFORD	268	269	268	272
82	SAMPSON	225	226	225	229
83	SCOTLAND	290	269	247	251
84	STANLY	290	282	272	276
85	STOKES	333	312	303	289
86	SURRY	247	230	229	229
87	SWAIN	272	273	247	251
88	TRANSYLVANIA	247	248	247	251
89	TYRRELL	311	291	290	285
90	UNION	311	269	268	272
91	VANCE	268	278	272	259
92	WAKE	411	371	355	333
93	WARREN	290	269	268	272
94	WASHINGTON	311	291	290	285
95	WATAUGA	276	282	272	276
96	WAYNE	255	273	268	251
97	WILKES	268	291	247	251
98	WILSON	290	269	268	272
99	YADKIN	268	269	251	255
##	YANCEY	268	269	247	251
	STATEWIDE RATES BY AGE	333	312	303	294

STATEWIDE RATE FOR ALL AGES: 307

INCOME/EXPENSE PROJECTIONS

Projected monthly cash flow statement for (name of child care):

This form is designed to show what you expect expenses and revenues will be over the next 12 months. Please fill in the unshaded areas. Write "0" in any spaces that do not apply to your child care. If you are not sure what amount to write down, try looking back at the last year to see what you actually spent.

Enter month and year:	, 19	, 19	, 19	, 19	, 19	, 19	, 19	, 19	, 19	, 19	, 19	, 19
Number of children enrolled:												
Money received per month												
From parents												
From DSS												
From nutrition program												
Other revenue (list):												
Total revenue:												
Money spent per month												
Director's salary												
Other wages												
Payroll taxes and FICA												
Health and other benefits												
Mortgage or rent												
Telephone&utilities												
Education supplies&equipment												
Education supplies												
Office supplies&equipment												
Food & kitchen supplies												
Advertising												
License fees &dues												
Liability insurance												
Accountant/lawyer												
Other loan payments												
Owner draw												
Other expenses (list):												
Total expenses:												
Net cash flow (line 6 - line 26)												

Average teacher salary per hour: $
Estimated food cost per child per day: $

BEST COPY AVAILABLE

CHAPTER FIVE

Resources

This chapter is meant to be used as a tool for churches that need additional resources to build, expand, or operate a child care center. The resources take the form of either financial assistance, technical assistance, or information and counseling. They are grouped in five major categories:

Financial Institutions
Government Agencies
Philanthropic Organizations
Educational Organizations
Non-Profit Organizations

Financial Institutions

N.C. Rural Economic Development Center, Inc.

In 1993, the North Carolina General Assembly approved a new $500,000 child care loan guarantee program to be administered by the N.C. Rural Economic Development Center. Loans under this program may be made to child care providers in the state's "severely distressed counties" for the following purposes:

The construction, purchase, lease, or improvement of buildings or other facilities.
The purchase or improvement of land.
The purchase or lease of equipment, including vehicles.
Start-up and expansion costs.
Initial operating expenses.

Called the N.C. Child Care Loan Guarantee Fund, the program will begin operations in spring 1994 and will be operated through participating banks. Loan guarantees can make the difference in whether a bank is able to approve a loan.

The Rural Center also operates the N.C. Microenterprise Loan Program, which couples non-conventional loans in amounts up to $20,000 with technical assistance for businesses throughout the state's rural areas.

Rural Economic Development Center nc.
1300 St. Mary's St., Suite 500
Raleigh, NC 27605
(919) 715-2725

Center for Community Self-Help

Other financial institutions offer direct loans to churches that wish to build or expand child care centers. The non-profit Center for Community Self-Help administers a special child care revolving loan program under a contract with the N.C. Department of Human Resources. Called the Child Care Revolving Loan Fund, it has two components: the Compliance Loan Program and the Quality Development Loan Program. Child care providers may apply for a loan to:

Improve program quality.
Comply with state child care regulatory standards.

Comply with the Americans with Disabilities Act.

Voluntarily meet higher standards (e.g. to move from unregistered to registered, A to AA status, to meet the National Association for the Education of Young Children or National Family Day Care Home Association standards).

Upgrade from one size operation to another, for example, from a small to a large family child care home.

To be eligible for this loan program, your church must be willing to make services available to subsidized children until the loan is repaid in full.

The Center for Community Self-Help also makes loans available to child care centers and homes that do not qualify under the program described above. Self-Help's lending program offers credit to churches to expand existing facilities or to construct or purchase new facilities.

Center for Community Self-Help
413 E. Chapel Hill St.
Durham, NC 27701
(919) 683-3016

NationsBank

NationsBank, with corporate headquarters in Charlotte and branches across North Carolina and the Southeast, also has set up a special child care loan program. Contact NationsBank at 1-800-224-4530.

The chart at the end of this chapter lists sources of information and loans to borrowers in rural North Carolina.

You should know what information the financial institution needs to review before granting your loan request. Every financial institution has its own form, but at the end of this chapter is a sample loan application checklist that may guide you in your planning. Use this list from Self-Help, but be sure you ask your lending institution for its application form.

Government Agencies

Following is a selected list of state government agencies that regulate, subsidize, and/or provide technical assistance to child care providers.

N.C. Department of Human Resources (DHR)--State Office

Division of Child Development
P.O. Box 29553
Raleigh, NC 27626-0553
(919) 733-4801

Services:
Regulation of child day care centers and homes.
Investigation of abuse and neglect in child care programs.
Administration of publicly subsidized child care programs.
Coordination of training for and provision of information about child care to providers, parents, and public and private agencies.
Coordination with Head Start programs.

DHR Division of Child Development--Western Consultants for Child Care Centers and Homes

Jan Keller, Western Operations Branch Head

I. *Supervisor, Ila Teague*, 127 Ammons Branch Road, Marshall, NC 28753 (704) 649-9216

Nancy Brittain, PO Box 39, Mars Hill, NC 28754, (704) 689-5803 BUNCOMBE: Centers & Homes with zip code 28803, 28804, 28805, 28806, 28778, 28748, 28711, 28815; HENDERSON: Loving Hands, Laurel Park, Wee Kids

Pam Fender Brown, PO Box 1975, Morganton, NC 28680-1975, (704) 433-1013 CATAWBA: Centers & Homes with zip codes 28601, 28602; IREDELL

Claudia Knipe, PO Box 251, Waynesville, NC 28786, (704) 452-5052 CHEROKEE, CLAY, GRAHAM, HAYWOOD, JACKSON, MACON, SWAIN

Becky Porterfield, 890 Blairmont Drive, Boone, NC 28607, (704) 262-5811 AVERY, BURKE, MADISON, MCDOWELL, MITCHELL, YANCEY

Marsha Thompson, 518 Norman Fair Avenue, Lincolnton, NC 28092-2140 (704) 732-0974; CATAWBA: Centers & Homes with zip codes 28610, 28613, 28658, 28650, 28609, 28603, and homes with 28602; CLEVELAND: All Centers and Large Homes; LINCOLN

Brenda Walker, 1014 Athenian Drive, Gastonia, NC 28052, (704) 864-1886 CLEVELAND: All Homes; GASTON

Vickie Warren,1 Scarlett Oaks Drive, Etowah, NC 28729, (704) 891-2914 BUNCOMBE: Centers & Homes with 28704, 28732, 28806, and 28803; HENDERSON: Centers and Homes, except two Centers, Lovings Hands and Laurel Park Christian, and one Large Home, Wee Kids; POLK, RUTHERFORD, TRANSYLVANIA

DHR Division of Child Development--Western Consultants *continued*

II. *Supervisor, Dennis Ferguson,* PO Box 403, Boone, NC 28607, (704) 264-7145

Patsy Bumgarner, 409 Woodland Blvd, Wilkesboro, NC 28697, (910) 838-5257
ASHE, SURRY, WATAUGA, YADKIN

Lela Boles Cross, PO Box 488, Granite Quarry, NC 28072, (704) 279-3581
DAVIE; FORSYTH: Centers & Homes with zip codes 27012, 27023, 27051, 27101, 27103, 27107, 28110, 28113, 27127, 27235, 27284, 27285

Dee Duren, 6513 Spanish Oak Drive, Rural Hall, NC 27045, (910) 969-6986
GUILFORD: Centers with zip codes 27260, 27262, 27263, 27265; Small Homes with zip code 27406; RANDOLPH

Elizabeth Gilson, PO Box 77015, Greensboro, NC 27419, (910) 294-3201
CASWELL; GUILFORD: Centers & Homes with zip codes 27214, 27215, 27233, 27249, 27283, 27293, 27313, 27357, 27358, 27377, 27401, 27405, 27411, 27429; ROCKINGHAM

Maurice Jackson, PO Box 385, Germanton, NC 27019, (910) 969-6964
FORSYTH: Centers & Homes with zip codes 27040, 27045, 27050, 27102, 27104, 27105, 27106, 27115; GUILFORD: Small Homes with zip codes 27260, 27262, 27263, 27265; STOKES

Karatha Scott, PO Box 11432, Winston-Salem, NC 27116-1432, (910) 765-3427
GUILFORD: Centers & Homes 27301, 27310, 27402, 27403, 27407, 27408, 27409, 27410, 27412, 27417, 27435; Centers only with zip code 27406

Dianna Weston, Rt 1, Box 377, Boomer, NC 28606, (910) 921-3842
ALEXANDER, ALLEGHANY, CALDWELL, WILKES

III. *Supervisor, Ginny Davis,* 5828 Ruth Drive, Charlotte, NC 28215, (704) 537-9261

Elizabeth Alexander, 304 Central Street, Belmont, NC 28012, (704) 825-7020
Part of MECKLENBURG: Centers & Large Homes; Small Homes with zip codes 28202, 28203, 28204, 28206, 28208, 28214, 28216, (28205 - shared with Sandra Novick)

Judy Childress, Box 612, Misenheimer, NC 28109, (704) 463-7539
CABARRUS; STANLY: Albemarle, Acquadale, Richfield, New London, Badin, Misenheimer; ROWAN: China Grove, Rockwell, Kannapolis, Granite Quarry, Landis

Mary Jacque Coble, 5617 Hillbrook Drive, Charlotte, NC 28226, (704) 543-812
Part of MECKLENBURG: Centers & Large Homes; Small Homes with zip codes 28226, 28227, (28215 - shared with Helen Watkins; 28212 - shared with Kathy Reynolds)

Linda Franklin, 49556 Quail Trail, Norwood, NC 28128-9438, (704) 474-4043
ANSON, MONTGOMERY, RICHMOND; STANLY: Norwood, Oakboro, Stanfield, Locus; UNION: Part of Monroe, Wingate, Marshville; and East of Highway 200, Southeast of 601 North

Lynn Miller, 480 Beck Road, Salisbury, NC 28144, (704) 637-0318
DAVIDSON; ROWAN: Salisbury, Spencer, Woodleaf

Sandra Novick, 204 Amity Circle, Belmont, NC 28012, (704) 825-4005
Part of MECKLENBURG: Centers & Large Homes; Small Homes with zip codes 28134, 28209, 28210, 28211, 28217, 28273, (28205 - shared with Elizabeth Alexander)

Kathy Reynolds, 4610 Linda Kay Drive, Waxhaw, NC 28173, (704) 843-2692
Part of MECKLENBURG: Centers & Large Homes; Small Day Care Homes with zip codes 28105, 28270, 28277, (28212 - shared with Mary Jacque Coble); UNION: Waxhaw, Indian Trail, Matthews, Mineral Springs, Part of Monroe; and west of Highway 200 South, west of Highway 601 North

Helen Watkins, 13037 Angel Oak Drive, Huntersville, NC 28078, (704) 875-9259
Part of MECKLENBURG: Centers & Large Homes; Small Homes with zip codes 28031, 28036, 28078, 28213, 28262, 28269, (28215 - shared with Mary Jacque Coble)

DHR Division of Child Development–Eastern Consultants for Child Care Centers and Homes

Talitha Wright, Eastern Operations Branch Head

I. *Supervisor, Becky Wright*, 6917 Sandringham Drive, Raleigh, NC 27613
(919) 781-6870

Cathy Castor, PO Box 382, Morrisville, NC 27560, (919) 469-9266
DURHAM: Centers & Homes with zip codes 27703, 27707, 27709, 27713, 27560, 27512

Nancy Fowler, PO Box 1289, Elon College, NC 27244, (910) 584-3142
ALAMANCE; ORANGE: Carrboro zip code 27510, Chapel Hill zip code 27516

June Locklear, PO Box 4212, Cary, NC 27519, (919) 467-8028
WAKE: Raleigh zip codes 27612, 27605, 27607, 27608; Apex, Cary, Morrisville

Sarah Lawson, 217 S. Eleventh Street, Mebane, NC 27302, (919) 563-9734
DURHAM: Centers & Homes with zip codes 27701, 27702, 27704, 27705, 27712, 27715, 27572, 27503, 27278

Kay Lowrance, 1129 Lochridge Dirve, Roxboro, NC 27573, (910) 599-4919
ORANGE: Chapel Hill zip code 27514, Hillsborough, Mebane, Efland, Hurdle Mills; PERSON

Carol Maddox, 7405 Valley Lake Drive, Raleigh, NC 27612, (919) 847-7403
WAKE: Raleigh Centers & Homes with zip codes 27609, 27613, 27614, 27615; Knightdale, Rolesville, Wake Forest, Wendell, Zebulon

Sarah McGuire, 5013 Dunwoody Trail, Raleigh, NC 27606, (919) 859-9204
WAKE: Raleigh Centers and Homes with zip codes 27526, 27529, 27601, 28603, 27610; Garner 27529, and Fuquay Varina 27526

Marion Butson, 1017 A-3 Avent Hill, Raleigh, NC 27606, (919) 233-0721
FRANKLIN, GRANVILLE, VANCE, WARREN

II. *Supervisor, Beverly Moore*, PO Box 501, Greenville, NC 27835-501
(919) 355-3806

DHR Division of Child Development--Eastern Consultants *continued*

Bonnie Brumbleloe, 420 N. Contentnea Street, Farmville, NC 27828
(919) 753-5788; GREENE, WILSON

Chris Cordon, PO Box 370, Lewiston, NC 27849, (919) 348-2068
BERTIE, CAMDEN, CHOWAN, GATES, HALIFAX, HERTFORD, NORTHAMPTON, PASQUOTANK, PERQUIMANS

Connie Denton, 1037 Colleton Way, New Bern, NC 28562, (919) 638-8318
CARTERET, JONES, ONSLOW

Lois Harrington, PO Box 8001, Greenville, NC 27835-8001, (919) 321-2940
BEAUFORT, PITT

Bee Mayo, PO Box 2769, New Bern, NC 28561, (919) 637-4305
CRAVEN, CURRITUCK, DARE, HYDE, PAMLICO, TYRRELL, WASHINGTON

Arlyne Wood, Rt 2, Box 150, Spring Hope, NC 27882, (919) 478-5110
EDGECOMBE, MARTIN, NASH

Belita Whitman, 205 E. Country Day Road, Goldsboro, NC 27530
(919) 736-0372; LENOIR, WAYNE

III. *Supervisor, Selma Smith,* 701 Barbour Drive, Raleigh, NC 27603, (919) 733-4801

Bernie Baker, 2840 S. College Road, Suite 351, Wilmington, NC 28412
(910) 392-5410; COLUMBUS; NEW HANOVER: Centers & Homes with zip codes 28403, 28405, 28409, 28412, 28428; ,PENDER

Lora Bedford, 6126 NC 210, Smithfield, NC 27577, (919) 934-2592
DUPLIN, JOHNSTON

Gwen Brown, 1620 Boros Drive, Fayetteville, NC 28303, (910) 822-0097
CUMBERLAND: Centers & Homes with zip codes 28303, 28307, 28311; ROBESON

Vicki M. Daughtery, New Hanover Health Dept., 2029 S. 17th Street, Wilmington, NC 28401, (910) 791-4088; BRUNSWICK; NEW HANOVER: Centers & Homes with zip codes 28401, 28425; SAMPSON

Jeff Gaster, 7218 Cedar Lane Road, Sanford, NC 27330, (919) 744-1334
CUMBERLAND: Centers & Homes with zip code 28390; HARNETT, LEE

Sallie Jones, Dept. of Human Resources, Wachovia Bldg, Suite 506, Fayetteville, NC 28301, (910) 485-7461; BLADEN; CUMBERLAND: Centers & Homes with zip codes 28301, 28304, 28305, 28306, 28314, 28348, 28395, 28391

Sharon Summers, PO Box 4693, Pinehurst, NC 28374, (910) 295-4641
HOKE, MOORE, SCOTLAND

Cynthia Wheeler, PO Box 52311, Raleigh, NC 27612, (919) 571-0039
CHATHAM; WAKE: Centers & Homes with zip codes 27604, 27606, 27540, 27562, 27592

N.C. Department of Public Instruction

Auxiliary Services Area
Division of School Services
Child Nutrition Services Section
Education Building
301 N. Wilmington St.
Raleigh, NC 27601-2825
(919) 715-1920

Services:
Administers the Child and Adult Care Food Program, the Summer Food Service Program for Children, the National School Lunch Program, the School Breakfast Program, and the Special Milk Program.

Six service area offices provide technical assistance in receiving and administering federal funds for child nutrition programs. Consultants also are based in the Raleigh office; call (919) 715-1920 for the telephone number of the technical assistance center nearest you.

N.C. Cooperative Extension Service

N. C. State University
Box 7638
Raleigh, NC 27695-7638
(919) 515-2770

Services:
Technical assistance and training by county Cooperative Extension Service home economics agents. Administration of some school-age child care programs.

N.C. Department of Environment, Health, and Natural Resources

Environmental Management Division
PO Box 29535
Raleigh, NC 27403
(919) 733-7015

Services:
The lead environmental regulatory agency for air, water and groundwater issues.

Agencies Sponsoring Head Start programs

Services:
Head Start is a free, comprehensive early childhood program including education, meals, social services, medical and dental care, mental health services, and programs for parents. It is for children ages 3 and 4 whose family income does not exceed the federal poverty guidelines, though other children may participate.

Alexander County Head Start
P.O. Box 128
Taylorsville, NC 28681
(704) 632-7001
Superintendent: W. Robert Austin
Head Start Director: Mary Ashe
Service Area: ALEXANDER

Bethlehem Center Project Head Start
2705 Baltimore Avenue
P.O. Box 36814
Charlotte, NC 28203
(704) 333-0203
Head Start Director: Barbara Dellinger
Executive Director: H. Douglas Boyd
Service Area: CHARLOTTE/ MECKLENBURG

Agencies Sponsoring Head Start Programs *continued*

Blue Ridge Community Action, Inc.
P.O. Box 2127
Morganton, NC 28655
(704) 438-6255
Head Start Director: Tina A. Kyes
Executive Director: Kenneth L. Cox
Board Chairperson: Darrell Pope
Service Area: BURKE AND CALDWELL

Blue Ridge Opportunity Commission
Box 86, Sparta Road
N. Wilkesboro, NC 28659
(919) 667-7174
Head Start Director: Margie Kilby
Executive Director: Elizabeth U. Baker
Board Chairperson: Bill Blevins
Service Area: ALLEGHANY, ASHE, WILKES

Cabarrus County Head Start
P.O. BOX 388
Concord, NC 28026-0388
Superintendent: Dr. Dan M. Freeman
Head Start Director: Wendy Labar
Service Area: CABARRUS

Carteret Community Action, Inc.
814 Arendell Street
Morehead City, NC 28557
(919) 247-2070
Head Start Director: Von H. Langston
Board Chairperson: L. Douglas Davis
Executive Director: Leon Mann, Jr.
P.O. Drawer 90
Beaufort, NC 28516
Service Area: JONES, CRAVEN, PAMLICO, AND CARTERET

Chapel Hill-Carrboro Head Start
Lincoln Center
Merritt Mill Road
Chapel Hill, NC 27516
(919) 967-8211 Ext. 291
Superintendent: Dr. Neil Peterson
Head Start Director: Patsy Byrd
Service Area: ORANGE

Cleveland County Head Start
P.O. Box 279
Kings Mountain, NC 28086
(704) 734-5660
Executive Director: Robert McRae, Jr.
Head Start Director: Patti E. Norman
Service Area: CLEVELAND

Cumberland Community Action Program, Inc.
P.O. Box 2009
Fayetteville, NC 28302
(919) 483-7162
Head Start Director: Hilda Page
Executive Director: Kenneth G. Smith
Board Chairperson: Billy Manning
Service Area: CUMBERLAND

DOP Consolidated Human Services Agency, Inc.
P.O. Drawer 796
Jacksonville, NC 28541
(919) 455-4184
Head Start Director: JoAnn Young
Executive Director: Lester Moore
Board Chairperson: John Humphrey
Service Area: ONSLOW, DUPLIN, AND PENDER

Eastern Catawba Cooperative Christian Ministry Head Start
310 S. Ervin Avenue
P.O. Box 2734
Newton, NC 28658
(704) 464-8875
Head Start Director: Cynthia M. Yount
Board President: Rev. Tim Smith
Service Area: CATAWBA COUNTY

Economic Improvement Council, Inc.
P.O. Drawer 549
Edenton, NC 27932
(919) 482-4495
Head Start Director: Doris Jackson
Executive Director: Fentress T. Morris
Board Chairperson: Clifton Grimes
Service Area: CHOWAN, CURRITUCK,

DARE, GATES, HYDE, PASQUOTANK, PERQUIMANS, TYRRELL, WASHINGTON, COUNTIES

Family Services, Inc.
610 Coliseum Drive
Winston-Salem, NC 27106
(919) 722-8173
Head Start Director: Margaret G. Adams
President: Sarah Y. Austin
Service Area: WINSTON-SALEM/FORSYTH COUNTY

First Baptist Church Head Start
518 Jeffries Street
Burlington, NC 27217
(919) 226-5558
Executive Director: Aaron P. Noble, Jr.
Head Start Director: Sandra Gant
Service Area: ALAMANCE AND CASWELL COUNTIES

Four-County Community Services
227 South Main
P.O. Box 988
Laurinburg, NC 28353
(919) 277-3500
Head Start Director: Emily L. Oxendine
Executive Director: Richard Greene
Board Chairperson: J. F. Cummings
Service Area: BLADEN, BRUNSWICK, COLUMBUS, HOKE, ROBESON, AND SCOTLAND COUNTIES

Four Square Community Action, Inc.
P.O. Box K
Andrews, NC 28901
(704) 321-4475
Head Start Director: Mozelle Sitton
Executive Director: H. Tommy Moore
Board Chairperson: Howard Mazza
Service Area: CHEROKEE, SWAIN, GRAHAM, AND CLAY COUNTIES

Franklin-Vance-Warren Opportunity
P.O. Box 1453
Henderson, NC 27536
(919) 492-4196
Head Start Director and Executive Director: William S. Owens
Board Chairperson: Alfred M. Goodwin
Service Area: WARREN, VANCE, FRANKLIN, AND GRANVILLE COUNTIES

Gaston Community Action, Inc.
810 W. Mauney Avenue
P.O. Box 1653
Gastonia, NC 28053-1653
(704) 866-8721
Head Start Director: Carol Kilgo
Executive Director: Joseph W. Dixon
Board Chairperson: Patricia Ward
Service Area: GASTON AND LINCOLN COUNTIES

Greene Lamp, Inc.
110-A Southeast First St.
Snow Hill, NC 28580
(919) 747-8146
Head Start Director: Mary Anne Cowley
Executive Director: Ida G. Whitfield
Board Chairperson: Melvin Oliver
Service Area: GREENE AND LENOIR COUNTIES

Henley-Roberts Civic Organization
P.O. Drawer 819
Lillington, NC 27546
(919) 893-5351
Board Chairperson: Lillie Mae Bailey
Head Start Director: Queen Bass Penny
Service Area: HARNETT COUNTY

Intermountain Children's Services, Inc.
P.O. Box 338
Spruce Pine, NC 28777
(704) 688-2190
Board Chairperson: Theresa Allen
Head Start Director: Arvene Byrd
Service Area: MITCHELL, AVERY, YANCEY, AND WATAUGA COUNTIES

Agencies Sponsoring Head Start Programs *continued*

Iredell Community Action Research and Evaluation, Inc. (I-CARE)
521 Bond Street
P.O. Box 349
Statesville, NC 28677
(704) 873-2858
Head Start Director: Beverly Rankin
Executive Director: Paul B. Wilson
Board Chairperson: Goldie Wells
Service Area: IREDELL COUNTY

Johnston-Lee Community Action
1103 Massey Street
P.O. Drawer 711
Smithfield, NC 27577
(919) 934-2145
Head Start Director: Shirley Whitley
Executive Director: Marie Watson
Board Chairperson: Helen R. Holt
Service Area: JOHNSTON AND LEE COUNTIES

Kannapolis City Board of Education Head Start
P.O. Box 1268
Kannapolis, NC 28082-1268
(704) 932-7433
Superintendent: Dr. Edward Tyson
Head Start Director: Nancy H. Carlson
Service Area: KANNAPOLIS

Lumbee Regional Development Association, Inc.
P.O. Box 68
Pembroke, NC 28372
(919) 521-8602
Head Start Director: Patricia B. Locklear
Executive Director: James Hardin
Board Chairperson: Adolph Blue
Service Area: ROBESON COUNTY

Macon Program for Progress, Inc.
38-1/2 East Main Street
P.O. Box 700
Franklin, NC 28734
(704) 524-4473
Head Start Director: Lois Sexton
Executive Director: MaryAnn Sloan
Board Chairperson: Clayton Ramsey
Service Area: MACON COUNTY

Martin County Community Action
P.O. Box 806
Williamston, NC 27892
(919) 792-7111
Head Start Director: Myrtle N. Stallings
Executive Director: Haywood L. Harris
Board Chairperson: William Honeyblue
Service Area: MARTIN, BEAUFORT, AND PITT COUNTIES

McDowell County Schools Head Start
P.O. Box 310
Old Fort, NC 28762
(704) 668-4640
Superintendent: Dr. David Ricketts
Head Start Director: Rob Curtis
Service Area: MCDOWELL COUNTY

Mountain Projects, Inc.
Route 1, Box 732
Waynesville, NC 28786
(704) 452-1447
Head Start Director: Pat Collins
Executive Director: Bob Leatherwood
Board Chairperson: A. Roland Leatherwood
Service Area: HAYWOOD, JACKSON COUNTIES

Nash-Edgecombe Economic Development, Inc. (NEED)
818 S. Franklin Street
P.O. Box 2346
Rocky Mount, NC 27802-2346
(919) 442-9791
Head Start Director: Lesterine Whitehead-Harris
Executive Director: A. J. Richardson
Board Chairperson: Walter Plemmer
Service Area: NASH, EDGECOMBE, AND WILSON COUNTIES

New Hanover County Community Action,
507 N. 6th Street
P.O. Box 3434
Wilmington, NC 28406

Agencies Sponsoring Head Start Programs *continued*

(919) 762-7808
Head Start Director and Executive Director: Edward L. Lacewell
Board Chairperson: John H. McCoy
Service Area: NEW HANOVER COUNTY

Operation Breakthrough, Inc.
112 Denfield Street
P.O. Box 1470
Durham, NC 27702
(919) 688-5541
Head Start Director: Yvette Leathers
Executive Director: Herbert A. Carter
Board Chairperson: Constance Walker
Service Area: DURHAM COUNTY

Opportunity Corporation of Madison-Buncombe Counties
100 Westgate Parkway
Asheville, NC 28806
(704) 253-2791
Head Start Director: S. Jerrie Honeycutt
Executive Director: Lonnie D. Burton
Board Chairperson: Leo H. Manley
Service Area: MADISON AND BUNCOMBE COUNTIES

Person County Head Start
304 S. Morgan Street
Room 25
Roxboro, NC 27573
Head Start Director: Carla Gravitt
Service Area: PERSON COUNTY

Regional Consolidated Services
P.O. Box 1883
Asheboro, NC 27404
(910) 629-5141
Head Start Director and Executive Director: Janice Scarborough
Service Area: ASHEBORO

Rockingham County Head Start
119 North Scales Street
Reidsville, NC 27320
(919) 349-4762
Head Start Director: Bennie Totten
County Manager: Jerry Myers
Service Area: ROCKINGHAM COUNTY

Rural Day Care Association of Northeastern NC
718 Evans Street
P.O. Box 250
Ahoskie, NC 27910
(919) 332-5890
Head Start Director: Judy L. Hines
Service Area: HALIFAX, HERTFORD, BERTIE, AND NORTHAMPTON COUNTIES

Rutherford County Schools Head Start
219 Fairground Road
Spindale, NC 28160
(704) 286-2757
Superintendent: Roger T. Petty
Head Start Director: Betty C. Hutchins
Service Area: RUTHERFORD COUNTY

Salisbury-Rowan Community Services Council, Inc.
1300 West Bank Street
P.O. Box 631
Salisbury, NC 28145-0631
(704) 633-0003
Head Start Director: Elizabeth P. Fields
Executive Director: Andrew T. Harris
Board Chairperson: Ivan Lowery
Service Area:STANLY, ROWAN, MOORE, AND MONTGOMERY COUNTIES

Sampson County Head Start, Inc.
303 E Rowan Road
P.O. Box 127
Clinton, NC 28328
(919) 592-7323
Board Chairperson: Kermit Williamson
Head Start Director: Ronald L. Moore
Service Area: SAMPSON COUNTY

Union County Community Action
431 Morgan Mill Road
P.O. Box 854
Monroe, NC 28111
(704) 283-1069
Head Start Director: Phyllis Hill
Executive Director: Jenny R. McGuirt
Board Chairperson: Ralph F. Bolden
Service Area: UNION, ANSON, AND RICHMOND COUNTIES

Agencies Sponsoring Head Start Programs *continued*

United Day Care Services, Inc.
1200 Arlington Street
Greensboro, NC 27406-2499
Board Chairperson: Sharon Johnston
Head Start Director and Executive Director: Carl C. Staley
Service Area: GUILFORD COUNTY

Wake County Opportunities, Inc.
568 E. Lenoir Street
P.O. Box 28105
Raleigh, NC 27611-8105
(919) 856-5220
Head Start Director: Ethel G. Perkins
Executive Director: Dorothy N. Allen
Board Chairperson: Gloria K. Smith
Service Area: WAKE, ORANGE, AND CHATHAM COUNTIES

Wayne Action Group for Economic Solvency, Inc. (WAGES)
P.O. Box 1638
Goldsboro, NC 27530
(919) 734-8846
Head Start Director: Betsy Thigpen
Executive Director: Bryan Sutton
Board Chairperson: Darron Flowers
Service Area: WAYNE COUNTY

Western Carolina Community Action
526 Seventh Avenue E.
P.O. Box 685
Hendersonville, NC 28793
(704) 693-1711
Head Start Director: Reba A. Furches
Executive Director: John Leatherwood, Jr.
Board Chairperson: Doyle Smith
Service Area: HENDERSON AND TRANSYLVANIA COUNTIES

Yadkin Valley Economic Development District
P.O. Box 309
Boonville, NC 27011
(919) 367-7251
Head Start Director: Jo Ann Snow
Executive Director: Jimmie R. Hutchens
Board Chairperson: Charles C. Jackson
Service Area: DAVIE, SURRY, STOKES, AND YADKIN COUNTIES

NON-REGION IV FUNDED PROGRAMS EASTERN BAND OF CHEROKEE

Qualla Boundary Head Start Program
P.O. Box 1178
Cherokee, NC 28719
(704) 497-9416
Head Start Director: Gill Jackson
Principal Chief: Chief Jonathan L. Taylor
Tribal Chairperson: Dan McCoy

St. James Christian Church Migrant Head Start
P.O. Box 338
Fountain, NC 27829
Head Start Director: Yvonne A. Barnes

Telamon Corporation
P.O. Box 33315
Raleigh, NC 27606-0315
(919) 851-7611
Executive Director: Richard A. Joanis
Board Chairperson: Martin Williams
State Director: Thom Myers

71

Philanthropic Organizations

The Duke Endowment

The Duke Endowment, now the 12th largest foundation in the nation, offers grants to rural United Methodist churches in North Carolina to assist them in starting a child care program. This foundation also supports rural United Methodist churches cooperating with other denominational churches in starting or expanding a child care program.

To learn if your church and your community are eligible to receive capital assistance from the foundation, contact:

The Rev. Joseph Mann
The Duke Endowment
PO Box 51307
Durham, NC 27717-1307
(919) 489-3359

The Council on Foundations

The Council on Foundations, through its religious philanthropy program, strives to encourage collaboration between organized philanthropy and orgranized religion. The pamphlet "Grantmaking to Churches and Religious Organizations" answers legal and practical questions commonly raised about making grants to churches or other religious organizations.

Council on Foundations
1828 L St. NW
Washington, DC 20036
(202) 466-6512

Foundation Directories

You may want to identify other county, state, and national foundations by consulting the following foundation directories in your public library:

The Foundation Directory. 1993 Edition. 15th ed. New York: The Foundation Center, 1993. The Supplement [revised and updated six months after the current edition], September 1993.

The Foundation Directory Part 2: A Guide to Grant Programs $50,000-$200,000. 1993 Edition. New York: The Foundation Center, 1993.

The Foundation Grants Index. 1994 Edition. New York: The Foundation Center, 1993.

National Directory of Corporate Giving: A Guide to Corporate Giving Programs and Corporate Foundations 3rd edition. New York: The Foundation Center, 1993.

Educational Institutions

North Carolina's public higher education system can provide information on both early childhood education and financial matters.

The North Carolina Community College System's Early Childhood Program

Many of North Carolina's community colleges offer early childhood education to those wishing to become child care teachers and directors. Contact your local community college to learn more about their certificate, diploma, and associate programs. Also ask about other child care education programs.

The T.E.A.C.H. Early Childhood Project

The Teacher Education and Compensation Helps Project is designed to provide a comprehensive and integrated structure for a variety of scholarship opportunities. The scholarships were created to improve the education of people already working in child centers and homes while increasing their compensation. To learn about scholarships toward earning the N.C. child care credential or certificate, diploma, or an associate degree in early childhood education, contact:

T.E.A.C.H. Early Childhood Project
Day Care Services Association
PO Box 901
Chapel Hill NC 27514
(919) 967-3272

The North Carolina Community College System's Small Business Centers

Contact your local community college Small Business Center for technical assistance and educational courses in business management.

The University of North Carolina System

Early childhood and business courses are offered at many of the 16 public universities located across the state. Two sources of assistance are cited below:

Small Business and Technology Development Center
4509 Creedmoor Rd, Suite 201
Raleigh, NC 27612
(919) 571-4154 or
(800) 258-0862
Scott Daugherty, Executive Director

Services:
Foster economic development by furnishing one-on-one, confidential counseling and technical assistance to small businesses. It offers help in business creation, operation, and expansion through its 12 regional centers. This inter-institutional program of the University of North Carolina provides services free of charge.

Farley Bernholz
Partnerships for Inclusion
The Frank Porter Graham Center
300 Nations Bank Plaza
137 Franklin Street
Chapel Hill, NC 27514
(919) 962-7359

Services:
This program focuses special attention on the impact of child care programs on young children. In addition to research and training, the center offers technical assistance to those wishing to meet the needs of exceptional children.

Community-Based Child Care Resource and Referral Agencies

ALAMANCE
CCR&R of Alamance
c/o Kathy Hykes
P.O. Box 563
Burlington, NC 27216-0563
(910) 226-4292
Fax: (910) 226-4842

BUNCOMBE
Buncombe County Child
Development Department
c/o Fran Thigpen
50 S. French Broad Avenue
Asheville, NC 28801
(704) 255-5726
Fax: (704) 255-5767

NEW HANOVER
Child Advocacy Commission
c/o Pam Palanza
P.O. Box 2124
Wilmington, NC 28402
(910) 763-7430
Fax: (910) 763-7951

MOORE
Child Care Connections
c/o Kay Galloway
175 W. New Hampshire Avenue
Southern Pines, NC 28387
(910) 692-3005
Fax: (910) 692-2376

SCOTLAND
Child Care Directions
c/o Barbara Frye
P.O. Box 911
Laurinburg, NC 28352
(919) 276-3367
Fax: (919) 277-9236

ORANGE, CHATHAM
Child Care Networks
c/o Nancy Park/Amy Rabb
222 Carr Mill
Carrboro, NC 27510
(919) 942-0184
Fax: (919) 929-2458

WAKE
Child Care Resource &
Referral of Wake Co.
c/o Donna Kirchner
3901 Barrett Drive, Ste. 104
Raleigh, NC 27607
(919) 571-1520
Fax: (919) 571-1246

MECKLENBURG, CABARRUS, UNION
Child Care Resources, Inc.
c/o Katie Clawson
700 Kenilworth Avenue
Charlotte, NC 28204
(704) 376-6697
Fax: (704) 376-7865

ONSLOW
CCR&R of Coastal Carolina
Community College
c/o Tammi Jordan
444 Western Blvd.
Jacksonville, NC 28546
(910) 938-6262
Fax: (910) 455-7027

DURHAM, GRANVILLE
Durham Day Care Council
c/o Dorothy Graham/Lois Slade
119 Orange Street
Durham, NC 27701
(919) 688-8661
Fax: (919) 688-7445

Community-Based Child Care Resource and Referral Agencies *continued*

MCDOWELL
Children's Services Network
McDowell Technical Community College
c/o Joy Griffith
Rt. 1, Box 170
Marion, NC 28752
(704) 652-6021
Fax: (704) 652-1014

PITT
Child Care Options
Pitt Community College
c/o Brenda Ernest
P.O. Drawer 7007
Greenville, NC 27835
(919) 321-4436
Fax: (919) 355-4404

BERTIE, GATES, NORTHAMPTON, HERTFORD
Rural Day Care Association
c/o Essie Davis
P.O. Box 98
Ahoskie, NC 27910
(919) 332-8211
Fax: (919) 332-6777

COLUMBUS, BLADEN, PENDER
Southeastern Community College
c/o Lauren Cole
P.O. Box 151
Whiteville, NC 28472
(910) 642-8189
Fax: (910) 642-7566

CHEROKEE, CLAY, GRAHAM, HAYWOOD, JACKSON, MACON, SWAIN
Southwestern Child Development Commission, Inc.
c/o B.J. Smith
P.O. Box 250
Webster, NC 28788
(704) 586-4039
Fax: (704) 586-0400

TRANSYLVANIA
Transylvania County Child Development Dept.
c/o Kae Parker/Linda Chapman
207 S. Broad Street
Brevard, NC 28712
(704) 884-3116
Fax: (704) 884-3119

GUILFORD
United Day Care Services
Child Care Information Program
c/o Joyce Fairley
1200 Arlington Street
Greensboro, NC 27406
(910) 273-9451
Fax: (910) 378-7708

FORSYTH, DAVIDSON
Work & Family Resource Center
c/o Donna Lambeth
322 N. Spring Street
Winston-Salem, NC 27101
(919) 761-5100
Fax: (919) 761-5107

CCR&R START-UPS

DAVIDSON
Davidson County CCR&R
c/o Cathie Fritts
Work & Family Resource Center
P.O. Box 1287
Lexington, NC 27292
(704) 249-2410
Fax: (704) 249-1995

RUTHERFORD
Family Resources, Inc.
c/o Kim Morgan
P.O. Box 845
Spindale, NC 28160-0845
(704) 286-3411
Fax: (704) 286-3417

HARNETT
Harnett CCR&R (NC Child Advocacy Institute)
c/o Wanda Hardison
Harnett County Cooperative Extension
P.O. Box 1089
Lillington, NC 27546
(919) 893-7535

Community-Based Child Care Resource and Referral Agencies *continued*

PERSON
Person County Government
c/o Barry Reed, County Manager
304 S. Morgan Street
Roxboro, NC 27573
(910) 597-1720

NASH, EDGECOMBE
The Down East Partnership for Children
c/o Henrietta Zalkind
East Carolina Legal Services
120 N. Franklin #C
Rocky Mount, NC 27804
(919) 442-0635

WAYNE
Wayne County CCR&R
c/o Donna Kirchner
3901 Barrett Drive, Suite 100
Raleigh, NC 27609
(919) 571-1520
Fax: (919) 571-1246

CCR&R PLANNING GROUPS

BURKE
Burke County United Way
c/o Joyce Mills
P.O. Box 219
Morganton, NC 28655
(704) 433-0681
Fax: (704) 433-7421

CASWELL
CCR&R of Alamance
c/o Kathy Hykes
P.O. Box 563
Burlington, NC 27216-0563
(910) 226-4292
Fax: (910) 226-4842

GASTON
Gaston County DSS
c/o Beth Glisson
P.O. Box 10
Gastonia, NC 28053-0010
(704) 886-3614
Fax: (704) 866-3884

AVERY, MITCHELL, YANCEY
Mayland Community College
c/o Tiffany Saieed
P.O. Box 547
Spruce Pine, NC 28777
(704) 765-7351
Fax: (704) 765-0728

ROBESON
Robeson County Task Force
c/o Barbara Frye
Child Care Directions
P.O. Box 911
Laurinburg, NC 28352
(919) 276-3367
Fax: (919) 277-9236

WATAUGA, ASHE, ALLEGHANY
United Way of Watauga County
c/o Mary Turner
Parent-to-Parent Project, ASU
Boone, NC 28608
(704) 262-6075
Fax: (704) 262-2128

Non-Profit Organizations

The following list is a selected directory of other state-level organizations that promote quality child development programs.

Blue Ridge Community Action, Inc.
Kathryn Harbison
PO Box 2127
Morganton, NC 28655
(704) 438-6255 or 754-8125

Center for Community Self-Help
Laura Benedict
413 E. Chapel Hill St.
Durham, NC 27701
(919) 683-3016

Day Care Services Association
Sue Russell
PO Box 901
Chapel Hill, NC 27514
(919) 967-3272

Food Bank
Kate McGuire
1513 Sunrise Ave.
Raleigh, NC 27608
(919) 833-9027

Governor's Advocacy Council on Children and Youth
Allan Deitch
217 W. Jones St
Raleigh, NC 27603
(919) 733-9296

N.C. Association of Community Development Corporations
PO Box 28968
Raleigh, NC 27611
(919) 856-2121

North Carolina Association for the Education of Young Children (N.C.A.E.Y.C.)
Fairly Cook
PO Box 40969
Raleigh, NC 27629
(800) 982-4406

N.C. Center for Non-Profits
Jane Kendall
4601 Six Forks Road
Suite 506
Raleigh, NC 27609-5210
(919) 571-0811

N.C. Child Advocacy Institute
John Niblock
1318 Dale St.
Suite 110
Raleigh, NC 27605
(919) 834-6623

N.C. Child Care Resource and Referral Network
Kathy Hykes
PO Box 563
Burlington, NC 27216-0563
(910) 226-4292

North Carolina Day Care Association
Camille Hawks
P.O. Box 7083
Asheville, NC 28802
(704) 255-5725

N.C. Equity
Florry Glasser
515 Oberlin Rd
Suite 100
Raleigh, NC 27605
(919) 833-4055

N.C. Head Start Association
Ron Moore
Sampson County Head Start
PO Box 127
Clinton, NC 28328
(919) 592-7323

N.C. Legal Services Resource Center
Debbie Warren
Box 27343
Raleigh, NC 27611
(919) 856-2121

N.C. Rural Economic Development Center

Diana Jones Wilson
4 N Blount St
Raleigh, NC 27601
(919) 821-1154

N.C. School-Age Child Care Coalition

Jane Lee
Front Street United Methodist Church
Burlington, NC
(910) 227-6263

Project Uplift

Randy Johnson
PO Box 222
Greensboro, NC 27402
(910) 333-2222

LOAN PROGRAMS AVAILABLE FOR NORTH CAROLINA CHILD CARE PROVIDERS

Program Name	N.C. Microenterprise Loan Program	NationsBank Child Care Program	Rural Day Care Association of Northeastern N.C. Loan Fund
Administrator	N.C. Rural Economic Development Center	NationsBank	Rural Day Care Association
Program Size	unlimited	$25 million throughout all states they serve	$25,000
Maximum Loan	$20,000	none	$5,000
Who's Eligible	all providers, including start-ups	for-profit providers, including start-ups	all providers
Geographic Limits	rural areas statewide	none	Beaufort, Bertie, Camden, Chowan, Currituck, Dare, Gates, Halifax, Hertford, Hyde, Lenoir, Martin, Northampton, Pasquotank, Perquimans, Pitt, Tyrrell, Vance, Warren, Washington
Interest Rates	market	market	9% fixed rate
Program Status	currently available	currently available	currently available
How to Apply	Rural Center, (919) 821-1154	1-800-224-4530	Essie Davis or Judy Hines, (919) 332-5890

LOAN PROGRAMS AVAILABLE FOR NORTH CAROLINA CHILD CARE PROVIDERS

Program Name	Self-Help Credit Union	N.C. Dept. of Human Resources Child Care Revolving Loan Fund	Child Care Loan Guarantee Fund
Administrator	Self-Help Credit Union	Self-Help Credit Union	N.C. Rural Economic Development Center
Program Size	unlimited	$400,000	$500,000
Maximum Loan	none	none	none, maximum guarantee is 80% or $75,000, whichever is greater
Who's Eligible	all providers, including start-ups	**Compliance Program**: Existing providers who need assistance complying with state regulations; **Quality Development Program**: Existing providers who want to improve the quality of their program, to upgrade to a larger level of care, or serve disabled children.	all providers, including start-ups
Geographic Limits	none	none	"distressed rural counties"
Interest Rates	market	9%, fixed rate	market
Program Status	currently available	currently available	not yet available
How to Apply	Loan Office, 1-800-476-7428	Loan Officer or State Licensing Consultant, 1-800-476-7428	available through participating banks, call 919-821-1154

CENTER FOR COMMUNITY

SELF-HELP

CHILD CARE LOAN QUESTIONNAIRE

Thank you for your interest in Self-Help's child care/early childhood education loan program. Please fill out this form *in addition to* your other loan application materials. Remember that Self-Help does not provide lines of credit. Nor do we provide major construction loans, although we do provide loans for renovations of existing buildings and we do provide "permanent take-out" loans for construction loans issued by a local bank. If you have any questions, please call a Self-Help loan officer.

Your name: _____

Are you a: (check all that apply)

__ Small home
__ Large home
__ "A" center
__ "AA" center
__ NAEYC accredited
__ Family Day Care Home Assn. accredited
__ For-profit
__ Non-profit

Do you operate more than one center? How many?

Name of your state consultant: _____
Consultant's phone number: _____
State child care license/registration number: _____

Have you ever had your license/registration revoked or been penalized by the state? If so, when and why?

_____
_____
_____
_____

Have you ever been convicted of a crime? If so, when and why? (Self-Help reserves the right to check your criminal record)

_____
_____
_____
_____

(over)

409 E. CHAPEL HILL STREET • P.O. BOX 3619 DURHAM, NC 27702-3619
(919) 683-3016 • FAX 919-688-3615

What rates do you charge? _____ per (week, month) for ages _____
_____ per (week, month) for ages _____
_____ per (week, month) for ages _____

Number of children on typical day: _____ Of these, how many receive DSS subsidies? _____
Number of staff: _____
What hours are you open? _____

Please describe your competition. List other child care providers in your area and the rates they charge.

_____
_____
_____
_____

The following questions may help you qualify for a loan program sponsored by the N.C. Department of Human Resources. These loans offer a fixed rate that is slightly lower than the rates on Self-Help's standard loans.

This loan would: (check all that apply)

___ Solve a compliance problem identified by the state consultant, building inspector, health inspector or fire inspector (please attach copy of written report)
___ Allow this day care to move from small home to large home status or from _____ to _____
___ Pay for improvement to make the child care accessible to persons with disabilities
___ Allow this day care to move toward AA, NAEYC or FDCHA standards (please explain how) _____
___ Add square footage to a building.

To be considered for a loan sponsored by the N.C. Department of Human Resources, you must maintain your compliance with the requirements of North Carolina's subsidized care program and make services available to subsidized children until the loan is fully repaid. Do you agree to these requirements? (Regardless of your answer, you may still be eligible for a standard Self-Help loan.) Yes No

All loan applicants must read this statement and sign below.

I certify that I have the authority to enter into a contract for the center or home named above, and that all of the information in this application is true to my best knowledge and belief. I give my permission for the Division of Child Development staff to discuss my application with the staff of the Self-Help Credit Union and its affiliates.

Signature _____ Date _____

North Carolina Department of Human Resources
Division of Child Development
319 Chapanoke Rd. • P. O. Box 29553 • Raleigh, N. C. 27626-0553

Courier Number 56-20-17

James B. Hunt Jr., Governor
C. Robin Britt, Sr., Secretary

Stephanie D. Fanjul, Director

ADMINISTRATIVE LETTER CHANGE NOTICE NO. 1-94
DIVISION OF CHILD-DEVELOPMENT ADMINISTRATIVE LETTER NO. 5-93 AND
DSS ADMINISTRATIVE LETTER NO. EMPLOYMENT PROGRAMS 3-93 AND
DSS ADMINISTRATIVE LETTER NO. PUBLIC ASSISTANCE 9-93

TO: County Social Services Directors
Directors of Other Day Care Purchasing Agencies
County Day Care Coordinators
JOBS Program Staff
Income Maintenance Staff

FROM: Stephanie D. Fanjul, Director
Division of Child Development

Mary Deyampert, Director
Division of Social Services

SUBJECT: 1994 Market Rates for FSA and Non-FSA Child Day Care

DATE: October 17, 1994

Attached are the market rates for subsidized child day care. The new rates are effective November 1, 1994. The 1994 rates will be used in the same manner as the previous year's rates. For Non-FSA child care, the local purchasing agency must have a revised Approval Notice on file before paying a higher rate. Revised Approval Notices are being prepared for Category B providers and registered homes and copies will be mailed to local purchasing agencies. For FSA child care, an Approval Notice is not needed for payment of child day care services.

In June we indicated that the issuance of market rates was delayed this year for several reasons. At that time we were reviewing a new methodology for determining county market rates. In addition, we were reluctant to proceed with the issuance of rates until the Legislative Session concluded and decisions were finalized regarding legislation that impacted the subsidized care program. The final legislative action did not impact the methodology used in determining payment rates; however, the legislature did require that the Legislative Research Commission on Child Care issues study the subsidized care payment rates. Since we were unable to proceed with the implementation of a new methodology, the market rates were determined using the traditional

methodology. Adjustments were made in the rates to allow for potential increases in providers' charges since the time the data was collected.

The attached county market rates serve as the *maximum allowable payment* for all Family Support Act funded children regardless of whether the care is in a facility or home-based care. For FSA funded care, local purchasing agency staff may pay the provider's charge up to the county market rate for the age of the child and the type of arrangement. As providers report a change in the amount of their charge, the payment rate may be adjusted up to the new market rate.

For Non-FSA funded children, the county market rate is the maximum allowable payment for Category B facilities, registered day care homes and nonregistered home providers. (For non-FSA children in Category A facilities, the provider may receive the rate charged to private paying parents which is the rate on the Approval Notice.) Even though the attached rates become effective November 1, 1994, local purchasing agencies are not required to implement the rates for Non-FSA child care on that date. Counties that choose to delay implementation are not required to notify the Division of Child Development as in the past.

Counties still have the option of offering the provider a rate which may be lower than the provider's charge or the market rate. However, for FSA-funded care, if the provider refuses to lower the charge, the local purchasing agency must pay the actual cost of care up to county market rate. A statement has been added to the updated Approval Notices for Non-FSA child care to indicate that the Approval Notice rate is the maximum allowable payment but that the local purchasing agency may choose to pay a lower rate. Local purchasing agencies are encouraged to be consistent in their policies regarding attempts to initiate a lower rate of payment with providers. It is recommended that agencies designate certain staff to handle this responsibility to ensure consistency with all providers.

A recent policy revision that also impacts Non-FSA payment rates is the change in the definition of allowable cost. Previously the allowable cost was defined as the rate on the Approval Notice regardless of whether the provider had agreed to accept a lower rate. In those situations in which the family was required to pay a fee for subsidized care services, the amount of the fee was subtracted from the allowable cost even if the provider had agreed to accept a different rate. The policy was revised effective August 1, 1994 to state that the parent fee will now be subtracted from the county payment rate. The county payment rate may be the provider's charge, or the Approval Notice rate, or a lower rate established by the agency. Revised policy material was issued to local purchasing agency staff in August regarding this change.

Attached are the market rate charts for homebased and facility care. Also attached are two tables that contain the amounts representing one-half and three quarters of each county market rate. These tables are provided to assist you in determining rates for part-time care. Use of the part-time rate table is optional.

If you have questions about the information in this letter, please contact the staff in the Subsidy Programs Section of the Division of Child Development at (919) 662-4561.

SDF/MKD/NDG

Attachments

1994 MARKET RATES FOR DAY CARE FACILITIES

	County Name	INFANT/ TODDLER RATE	TWO YR. OLD RATE	THREE-FIVE YR. OLD RATE	SCHOOL-AGE FULL-TIME RATE (5-12 YR. OLD)
01	ALAMANCE	$373	$334	$327	$318
02	ALEXANDER	$412	$381	$355	$303
03	ALLEGHANY	$289	$282	$260	$257
04	ANSON	$236	$236	$236	$240
05	ASHE	$282	$282	$257	$257
06	AVERY	$327	$306	$273	$264
07	BEAUFORT	$330	$328	$305	$286
08	BERTIE	$327	$309	$305	$303
09	BLADEN	$327	$281	$281	$281
10	BRUNSWICK	$337	$337	$317	$309
11	BUNCOMBE	$325	$325	$299	$303
12	BURKE	$281	$260	$250	$276
13	CABARRUS	$359	$318	$307	$309
14	CALDWELL	$354	$282	$281	$250
15	CAMDEN	$327	$309	$305	$303
16	CARTERET	$292	$292	$268	$272
17	CASWELL	$305	$285	$281	$286
18	CATAWBA	$332	$322	$305	$301
19	CHATHAM	$410	$333	$333	$309
20	CHEROKEE	$289	$282	$273	$250
21	CHOWAN	$350	$309	$305	$303
22	CLAY	$289	$282	$273	$264
23	CLEVELAND	$273	$260	$259	$264
24	COLUMBUS	$248	$238	$238	$264
25	CRAVEN	$282	$282	$281	$286
26	CUMBERLAND	$332	$294	$294	$286
27	CURRITUCK	$327	$309	$305	$303
28	DARE	$328	$328	$327	$331
29	DAVIDSON	$309	$296	$281	$286
30	DAVIE	$318	$282	$273	$273
31	DUPLIN	$327	$306	$305	$299
32	DURHAM	$455	$399	$389	$386
33	EDGECOMBE	$287	$251	$250	$264
34	FORSYTH	$359	$341	$327	$327
35	FRANKLIN	$411	$392	$359	$379
36	GASTON	$316	$305	$295	$299
37	GATES	$327	$309	$305	$303
38	GRAHAM	$289	$282	$273	$264
39	GRANVILLE	$351	$351	$350	$331
40	GREENE	$327	$306	$305	$299
41	GUILFORD	$385	$385	$340	$342
42	HALIFAX	$305	$285	$273	$276
43	HARNETT	$281	$273	$273	$273
44	HAYWOOD	$278	$278	$260	$257
45	HENDERSON	$318	$314	$305	$295
46	HERTFORD	$327	$294	$290	$303
47	HOKE	$290	$273	$273	$273
48	HYDE	$327	$309	$305	$303
49	IREDELL	$342	$320	$299	$299
50	JACKSON	$289	$289	$281	$286

BEST COPY AVAILABLE

1994 MARKET RATES FOR DAY CARE FACILITIES

	County Name	INFANT/ TODDLER RATE	TWO YR. OLD RATE	THREE-FIVE YR. OLD RATE	SCHOOL - AGE FULL-TIME RATE (5 - 12 YR. OLD)
51	JOHNSTON	$303	$281	$281	$273
52	JONES	$327	$309	$305	$303
53	LEE	$294	$282	$281	$286
54	LENOIR	$273	$273	$259	$254
55	LINCOLN	$332	$319	$305	$299
56	MACON	$305	$284	$284	$284
57	MADISON	$289	$282	$273	$264
58	MARTIN	$311	$294	$290	$303
59	MCDOWELL	$273	$261	$261	$261
60	MECKLENBURG	$476	$442	$437	$399
61	MITCHELL	$289	$282	$273	$264
62	MONTGOMERY	$290	$281	$281	$281
63	MOORE	$350	$350	$312	$295
64	NASH	$305	$296	$281	$286
65	NEW HANOVER	$363	$345	$332	$366
66	NORTHAMPTON	$327	$309	$305	$303
67	ONSLOW	$282	$282	$259	$264
68	ORANGE	$550	$481	$457	$432
69	PAMLICO	$327	$309	$305	$303
70	PASQUOTANK	$327	$294	$290	$303
71	PENDER	$327	$309	$305	$303
72	PERQUIMANS	$327	$309	$290	$303
73	PERSON	$305	$285	$273	$273
74	PITT	$346	$329	$312	$318
75	POLK	$289	$282	$273	$274
76	RANDOLPH	$305	$282	$261	$264
77	RICHMOND	$273	$273	$273	$273
78	ROBESON	$250	$228	$228	$231
79	ROCKINGHAM	$295	$281	$259	$264
80	ROWAN	$305	$305	$305	$314
81	RUTHERFORD	$282	$282	$281	$286
82	SAMPSON	$250	$237	$236	$240
83	SCOTLAND	$305	$282	$281	$281
84	STANLY	$305	$296	$286	$295
85	STOKES	$350	$328	$318	$303
86	SURRY	$268	$249	$249	$240
87	SWAIN	$289	$287	$273	$264
88	TRANSYLVANIA	$271	$268	$273	$264
89	TYRRELL	$327	$309	$305	$303
90	UNION	$346	$303	$295	$295
91	VANCE	$292	$292	$286	$272
92	WAKE	$450	$407	$390	$386
93	WARREN	$305	$285	$281	$286
94	WASHINGTON	$327	$309	$305	$303
95	WATAUGA	$305	$305	$290	$351
96	WAYNE	$287	$287	$281	$264
97	WILKES	$306	$306	$266	$264
98	WILSON	$305	$282	$281	$286
99	YADKIN	$282	$282	$264	$268
100	YANCEY	$289	$282	$273	$264

1994 Day Care Facility Market Rates
Part-Time Rate Table

	County Name	Infant/Toddler Rates			Two Y.O. Rates			Three - Five Y.O. Rates			School-Age Rates		
		100%	75%	50%	100%	75%	50%	100%	75%	50%	100%	75%	50%
1	ALAMANCE	$373	$280	$186	$334	$250	$167	$327	$245	$163	$318	$239	$159
2	ALEXANDER	$412	$309	$206	$381	$286	$191	$355	$266	$178	$303	$227	$152
3	ALLEGHANY	$289	$217	$144	$282	$212	$141	$260	$195	$130	$257	$193	$129
4	ANSON	$236	$177	$118	$236	$177	$118	$236	$177	$118	$240	$180	$120
5	ASHE	$282	$212	$141	$282	$212	$141	$257	$193	$129	$257	$193	$129
6	AVERY	$327	$245	$163	$306	$229	$153	$273	$205	$137	$264	$198	$132
7	BEAUFORT	$330	$247	$165	$328	$246	$164	$305	$228	$152	$286	$214	$143
8	BERTIE	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
9	BLADEN	$327	$245	$163	$281	$211	$140	$281	$211	$140	$281	$211	$140
10	BRUNSWICK	$337	$253	$169	$337	$253	$169	$317	$238	$159	$309	$232	$154
11	BUNCOMBE	$325	$244	$163	$325	$244	$163	$299	$224	$150	$303	$227	$152
12	BURKE	$281	$211	$141	$260	$195	$130	$250	$187	$125	$276	$207	$138
13	CABARRUS	$359	$269	$180	$318	$239	$159	$307	$230	$153	$309	$232	$154
14	CALDWELL	$354	$265	$177	$282	$212	$141	$281	$211	$141	$250	$187	$125
15	CAMDEN	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
16	CARTERET	$292	$219	$146	$292	$219	$146	$268	$201	$134	$272	$204	$136
17	CASWELL	$305	$228	$152	$285	$213	$142	$281	$211	$141	$286	$214	$143
18	CATAWBA	$332	$249	$166	$322	$242	$161	$305	$228	$152	$301	$226	$151
19	CHATHAM	$410	$307	$205	$333	$250	$167	$333	$250	$167	$309	$232	$154
20	CHEROKEE	$289	$217	$144	$282	$212	$141	$273	$205	$137	$250	$187	$125
21	CHOWAN	$350	$262	$175	$309	$232	$154	$305	$228	$152	$303	$227	$152
22	CLAY	$289	$217	$144	$282	$212	$141	$273	$205	$137	$264	$198	$132
23	CLEVELAND	$273	$205	$137	$260	$195	$130	$259	$195	$130	$264	$198	$132
24	COLUMBUS	$248	$186	$124	$238	$179	$119	$238	$179	$119	$264	$198	$132
25	CRAVEN	$282	$212	$141	$282	$212	$141	$281	$211	$141	$286	$214	$143
26	CUMBERLAND	$332	$249	$166	$294	$221	$147	$294	$221	$147	$286	$214	$143
27	CURRITUCK	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
28	DARE	$328	$246	$164	$328	$246	$164	$327	$245	$163	$331	$248	$165
29	DAVIDSON	$309	$232	$154	$296	$222	$148	$281	$211	$141	$286	$214	$143
30	DAVIE	$318	$239	$159	$282	$212	$141	$273	$205	$137	$273	$205	$137
31	DUPLIN	$327	$245	$163	$306	$229	$153	$305	$228	$152	$299	$224	$150
32	DURHAM	$455	$341	$228	$399	$299	$200	$389	$292	$195	$386	$290	$193
33	EDGECOMBE	$287	$215	$143	$251	$188	$125	$250	$187	$125	$264	$198	$132
34	FORSYTH	$359	$269	$180	$341	$256	$171	$327	$245	$163	$327	$245	$163
35	FRANKLIN	$411	$308	$206	$392	$294	$196	$359	$269	$180	$379	$284	$190
36	GASTON	$316	$237	$158	$305	$228	$152	$295	$221	$148	$299	$224	$150
37	GATES	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
38	GRAHAM	$289	$217	$144	$282	$212	$141	$273	$205	$137	$264	$198	$132
39	GRANVILLE	$351	$263	$176	$351	$263	$175	$350	$262	$175	$331	$248	$165
40	GREENE	$327	$245	$163	$306	$229	$153	$305	$228	$152	$299	$224	$150
41	GUILFORD	$385	$289	$193	$385	$289	$193	$340	$255	$170	$342	$257	$171
42	HALIFAX	$305	$228	$152	$285	$213	$142	$273	$205	$137	$276	$207	$138
43	HARNETT	$281	$211	$141	$273	$205	$137	$273	$205	$137	$273	$205	$137
44	HAYWOOD	$278	$209	$139	$278	$209	$139	$260	$195	$130	$257	$193	$129
45	HENDERSON	$318	$239	$159	$314	$235	$157	$305	$228	$152	$295	$221	$148
46	HERTFORD	$327	$245	$163	$294	$221	$147	$290	$218	$145	$303	$227	$152
47	HOKE	$290	$218	$145	$273	$205	$137	$273	$205	$137	$273	$205	$137
48	HYDE	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
49	IREDELL	$342	$257	$171	$320	$240	$160	$299	$224	$150	$299	$224	$150
50	JACKSON	$289	$217	$144	$289	$217	$144	$281	$211	$141	$286	$214	$143

1994 Day Care Facility Market Rates
Part-Time Rate Table

	County Name	Infant/Toddler Rates			Two Y.O. Rates			Three - Five Y.O. Rates			School-Age Rates		
		100%	75%	50%	100%	75%	50%	100%	75%	50%	100%	75%	50%
51	JOHNSTON	$303	$227	$152	$281	$211	$141	$281	$211	$141	$273	$205	$137
52	JONES	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
53	LEE	$294	$221	$147	$282	$212	$141	$281	$211	$141	$286	$214	$143
54	LENOIR	$273	$205	$137	$273	$205	$137	$259	$195	$130	$254	$191	$127
55	LINCOLN	$332	$249	$166	$319	$239	$160	$305	$228	$152	$299	$224	$150
56	MACON	$305	$228	$152	$284	$213	$142	$284	$213	$142	$284	$213	$142
57	MADISON	$289	$217	$144	$282	$212	$141	$273	$205	$137	$264	$198	$132
58	MARTIN	$311	$233	$156	$294	$221	$147	$290	$218	$145	$303	$227	$152
59	MCDOWELL	$273	$205	$137	$261	$196	$131	$261	$196	$131	$261	$196	$131
60	MECKLENBURG	$476	$357	$238	$442	$332	$221	$437	$328	$218	$399	$299	$200
61	MITCHELL	$289	$217	$144	$282	$212	$141	$273	$205	$137	$264	$198	$132
62	MONTGOMERY	$290	$218	$145	$281	$211	$140	$281	$211	$140	$281	$211	$140
63	MOORE	$350	$263	$175	$350	$263	$175	$312	$234	$156	$295	$221	$148
64	NASH	$305	$228	$152	$296	$222	$148	$281	$211	$141	$286	$214	$143
65	NEW HANOVER	$363	$272	$182	$345	$259	$173	$332	$249	$166	$366	$275	$183
66	NORTHAMPTON	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
67	ONSLOW	$282	$212	$141	$282	$212	$141	$259	$195	$130	$264	$198	$132
68	ORANGE	$550	$413	$275	$481	$361	$241	$457	$343	$229	$432	$324	$216
69	PAMLICO	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
70	PASQUOTANK	$327	$245	$163	$294	$221	$147	$290	$218	$145	$303	$227	$152
71	PENDER	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
72	PERQUIMANS	$327	$245	$163	$309	$232	$154	$290	$218	$145	$303	$227	$152
73	PERSON	$305	$228	$152	$285	$213	$142	$273	$205	$137	$273	$205	$137
74	PITT	$346	$260	$173	$329	$247	$165	$312	$234	$156	$318	$239	$159
75	POLK	$289	$217	$144	$282	$212	$141	$273	$205	$137	$274	$206	$137
76	RANDOLPH	$305	$228	$152	$282	$212	$141	$261	$196	$131	$264	$198	$132
77	RICHMOND	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
78	ROBESON	$250	$187	$125	$228	$171	$114	$228	$171	$114	$231	$173	$116
79	ROCKINGHAM	$295	$221	$148	$281	$211	$141	$259	$195	$130	$264	$198	$132
80	ROWAN	$305	$228	$152	$305	$228	$152	$305	$228	$152	$314	$235	$157
81	RUTHERFORD	$282	$212	$141	$282	$212	$141	$281	$211	$141	$286	$214	$143
82	SAMPSON	$250	$187	$125	$237	$178	$119	$236	$177	$118	$240	$180	$120
83	SCOTLAND	$305	$228	$152	$282	$212	$141	$281	$211	$141	$281	$211	$141
84	STANLY	$305	$228	$152	$296	$222	$148	$286	$214	$143	$295	$221	$148
85	STOKES	$350	$262	$175	$328	$246	$164	$318	$239	$159	$303	$228	$152
86	SURRY	$268	$201	$134	$249	$187	$125	$249	$187	$125	$240	$180	$120
87	SWAIN	$289	$217	$144	$287	$215	$143	$273	$205	$137	$264	$198	$132
88	TRANSYLVANIA	$271	$203	$136	$268	$201	$134	$273	$205	$137	$264	$198	$132
89	TYRRELL	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
90	UNION	$346	$260	$173	$303	$227	$152	$295	$221	$148	$295	$221	$148
91	VANCE	$292	$219	$146	$292	$219	$146	$286	$214	$143	$272	$204	$136
92	WAKE	$450	$338	$225	$407	$305	$204	$390	$293	$195	$386	$290	$193
93	WARREN	$305	$228	$152	$285	$213	$142	$281	$211	$141	$286	$214	$143
94	WASHINGTON	$327	$245	$163	$309	$232	$154	$305	$228	$152	$303	$227	$152
95	WATAUGA	$305	$228	$152	$305	$228	$152	$290	$218	$145	$351	$263	$176
96	WAYNE	$287	$215	$144	$287	$215	$143	$281	$211	$141	$264	$198	$132
97	WILKES	$306	$230	$153	$306	$229	$153	$266	$200	$133	$264	$198	$132
98	WILSON	$305	$228	$152	$282	$212	$141	$281	$211	$141	$286	$214	$143
99	YADKIN	$282	$212	$141	$282	$212	$141	$264	$198	$132	$268	$201	$134
100	YANCEY	$289	$217	$144	$282	$212	$141	$273	$205	$137	$264	$198	$132

1994 MARKET RATES FOR HOMEBASED DAY CARE

	County Name	INFANT/ TODDLER RATE	TWO YR. OLD RATE	THREE-FIVE YR. OLD RATE	SCHOOL-AGE FULL-TIME RATE (5-12 YR. OLD)
01	ALAMANCE	$281	$273	$273	$273
02	ALEXANDER	$227	$227	$227	$227
03	ALLEGHANY	$257	$257	$257	$257
04	ANSON	$227	$227	$227	$227
05	ASHE	$257	$257	$257	$257
06	AVERY	$257	$257	$257	$257
07	BEAUFORT	$270	$270	$228	$228
08	BERTIE	$273	$273	$273	$273
09	BLADEN	$281	$281	$281	$281
10	BRUNSWICK	$260	$260	$250	$250
11	BUNCOMBE	$281	$281	$281	$281
12	BURKE	$227	$227	$227	$227
13	CABARRUS	$325	$307	$307	$307
14	CALDWELL	$228	$228	$228	$228
15	CAMDEN	$281	$281	$281	$281
16	CARTERET	$250	$250	$250	$250
17	CASWELL	$281	$281	$281	$281
18	CATAWBA	$250	$250	$250	$250
19	CHATHAM	$273	$273	$273	$273
20	CHEROKEE	$250	$250	$250	$250
21	CHOWAN	$273	$273	$273	$273
22	CLAY	$257	$257	$257	$257
23	CLEVELAND	$250	$250	$250	$250
24	COLUMBUS	$238	$238	$238	$238
25	CRAVEN	$250	$250	$250	$250
26	CUMBERLAND	$273	$273	$273	$273
27	CURRITUCK	$281	$281	$281	$281
28	DARE	$325	$325	$325	$325
29	DAVIDSON	$250	$250	$250	$250
30	DAVIE	$261	$261	$261	$261
31	DUPLIN	$227	$227	$227	$227
32	DURHAM	$390	$390	$386	$386
33	EDGECOMBE	$228	$228	$228	$228
34	FORSYTH	$318	$318	$318	$318
35	FRANKLIN	$273	$273	$273	$273
36	GASTON	$284	$284	$284	$284
37	GATES	$261	$261	$261	$261
38	GRAHAM	$257	$257	$257	$257
39	GRANVILLE	$285	$285	$285	$285
40	GREENE	$281	$281	$281	$281
41	GUILFORD	$318	$318	$318	$318
42	HALIFAX	$250	$250	$250	$250
43	HARNETT	$273	$273	$273	$273
44	HAYWOOD	$257	$257	$257	$257
45	HENDERSON	$273	$273	$273	$273
46	HERTFORD	$273	$273	$273	$273
47	HOKE	$273	$273	$273	$273
48	HYDE	$281	$281	$281	$281
49	IREDELL	$264	$264	$264	$264
50	JACKSON	$250	$250	$250	$250

1994 MARKET RATES FOR HOMEBASED DAY CARE

	County Name	INFANT/ TODDLER RATE	TWO YR OLD RATE	THREE-FIVE YR OLD RATE	SCHOOL-AGE FULL-TIME RATE (5 - 12 YR. OLD)
51	JOHNSTON	$279	$279	$273	$273
52	JONES	$281	$281	$281	$281
53	LEE	$273	$273	$273	$273
54	LENOIR	$244	$244	$244	$244
55	LINCOLN	$273	$273	$273	$273
56	MACON	$284	$284	$284	$284
57	MADISON	$260	$260	$260	$260
58	MARTIN	$227	$227	$227	$227
59	MCDOWELL	$261	$261	$261	$261
60	MECKLENBURG	$368	$363	$363	$363
61	MITCHELL	$257	$257	$257	$257
62	MONTGOMERY	$281	$281	$281	$281
63	MOORE	$273	$273	$273	$273
64	NASH	$260	$260	$250	$250
65	NEW HANOVER	$303	$295	$295	$295
66	NORTHAMPTON	$281	$281	$281	$281
67	ONSLOW	$250	$250	$250	$250
68	ORANGE	$410	$410	$410	$410
69	PAMLICO	$281	$281	$281	$281
70	PASQUOTANK	$281	$281	$281	$281
71	PENDER	$260	$260	$260	$260
72	PERQUIMANS	$281	$281	$281	$281
73	PERSON	$273	$273	$273	$273
74	PITT	$295	$295	$295	$295
75	POLK	$257	$257	$257	$257
76	RANDOLPH	$260	$250	$250	$250
77	RICHMOND	$273	$273	$273	$273
78	ROBESON	$228	$228	$228	$228
79	ROCKINGHAM	$259	$259	$259	$259
80	ROWAN	$273	$273	$273	$273
81	RUTHERFORD	$250	$250	$250	$250
82	SAMPSON	$228	$228	$228	$228
83	SCOTLAND	$281	$281	$281	$281
84	STANLY	$250	$250	$250	$250
85	STOKES	$281	$281	$273	$273
86	SURRY	$228	$228	$228	$228
87	SWAIN	$257	$257	$257	$257
88	TRANSYLVANIA	$257	$257	$257	$257
89	TYRRELL	$281	$281	$281	$281
90	UNION	$295	$295	$295	$295
91	VANCE	$238	$238	$238	$238
92	WAKE	$390	$386	$386	$386
93	WARREN	$250	$250	$250	$250
94	WASHINGTON	$273	$273	$273	$273
95	WATAUGA	$273	$273	$273	$273
96	WAYNE	$260	$258	$258	$258
97	WILKES	$228	$228	$228	$228
98	WILSON	$250	$250	$250	$250
99	YADKIN	$250	$250	$250	$250
100	YANCEY	$257	$257	$257	$257

1994 Day Care Homebased Market Rates
Part-Time Rate Table

	County Name	Infant/Toddler Rates			Two Y.O. Rates			Three - Five Y.O. Rates			School-Age Rates		
		100%	75%	50%	100%	75%	50%	100%	75%	50%	100%	75%	50%
1	ALAMANCE	$281	$211	$141	$273	$205	$137	$273	$205	$137	$273	$205	$137
2	ALEXANDER	$227	$170	$113	$227	$170	$113	$227	$170	$113	$227	$170	$113
3	ALLEGHANY	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
4	ANSON	$227	$170	$113	$227	$170	$113	$227	$170	$113	$227	$170	$113
5	ASHE	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
6	AVERY	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
7	BEAUFORT	$270	$202	$135	$270	$202	$135	$228	$171	$114	$228	$171	$114
8	BERTIE	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
9	BLADEN	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
10	BRUNSWICK	$260	$195	$130	$260	$195	$130	$250	$187	$125	$250	$187	$125
11	BUNCOMBE	$281	$211	$141	$281	$211	$141	$281	$211	$141	$281	$211	$141
12	BURKE	$227	$170	$113	$227	$170	$113	$227	$170	$113	$227	$170	$113
13	CABARRUS	$325	$244	$163	$307	$230	$153	$307	$230	$153	$307	$230	$153
14	CALDWELL	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
15	CAMDEN	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
16	CARTERET	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
17	CASWELL	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
18	CATAWBA	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
19	CHATHAM	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
20	CHEROKEE	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
21	CHOWAN	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
22	CLAY	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
23	CLEVELAND	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
24	COLUMBUS	$238	$179	$119	$238	$179	$119	$238	$179	$119	$238	$179	$119
25	CRAVEN	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
26	CUMBERLAND	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
27	CURRITUCK	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
28	DARE	$325	$244	$163	$325	$244	$163	$325	$244	$163	$325	$244	$163
29	DAVIDSON	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
30	DAVIE	$261	$196	$131	$261	$196	$131	$261	$196	$131	$261	$196	$131
31	DUPLIN	$227	$170	$113	$227	$170	$113	$227	$170	$113	$227	$170	$113
32	DURHAM	$390	$293	$195	$390	$293	$195	$386	$290	$193	$386	$290	$193
33	EDGECOMBE	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
34	FORSYTH	$318	$239	$159	$318	$239	$159	$318	$239	$159	$318	$239	$159
35	FRANKLIN	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
36	GASTON	$284	$213	$142	$284	$213	$142	$284	$213	$142	$284	$213	$142
37	GATES	$261	$196	$131	$261	$196	$131	$261	$196	$131	$261	$196	$131
38	GRAHAM	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
39	GRANVILLE	$285	$213	$142	$285	$213	$142	$285	$213	$142	$285	$213	$142
40	GREENE	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
41	GUILFORD	$318	$239	$159	$318	$239	$159	$318	$239	$159	$318	$239	$159
42	HALIFAX	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
43	HARNETT	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
44	HAYWOOD	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
45	HENDERSON	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
46	HERTFORD	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
47	HOKE	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
48	HYDE	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
49	IREDELL	$264	$198	$132	$264	$198	$132	$264	$198	$132	$264	$198	$132
50	JACKSON	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125

1994 Day Care Homebased Market Rates
Part-Time Rate Table

	County Name	Infant/Toddler Rates			Two Y.O. Rates			Three - Five Y.O. Rates			School-Age Rates		
		100%	75%	50%	100%	75%	50%	100%	75%	50%	100%	75%	50%
51	JOHNSTON	$279	$209	$140	$279	$209	$140	$273	$205	$137	$273	$205	$137
52	JONES	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
53	LEE	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
54	LENOIR	$244	$183	$122	$244	$183	$122	$244	$183	$122	$244	$183	$122
55	LINCOLN	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
56	MACON	$284	$213	$142	$284	$213	$142	$284	$213	$142	$284	$213	$142
57	MADISON	$260	$195	$130	$260	$195	$130	$260	$195	$130	$260	$195	$130
58	MARTIN	$227	$170	$113	$227	$170	$113	$227	$170	$113	$227	$170	$113
59	MCDOWELL	$261	$196	$131	$261	$196	$131	$261	$196	$131	$261	$196	$131
60	MECKLENBURG	$368	$276	$184	$363	$272	$182	$363	$272	$182	$363	$272	$182
61	MITCHELL	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129.
62	MONTGOMERY	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
63	MOORE	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
64	NASH	$260	$195	$130	$260	$195	$130	$250	$187	$125	$250	$187	$125
65	NEW HANOVER	$303	$227	$152	$295	$221	$148	$295	$221	$148	$295	$221	$148
66	NORTHAMPTON	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
67	ONSLOW	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
68	ORANGE	$410	$307	$205	$410	$307	$205	$410	$307	$205	$410	$307	$205
69	PAMLICO	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
70	PASQUOTANK	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
71	PENDER	$260	$195	$130	$260	$195	$130	$260	$195	$130	$260	$195	$130
72	PERQUIMANS	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
73	PERSON	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
74	PITT	$295	$221	$148	$295	$221	$148	$295	$221	$148	$295	$221	$148
75	POLK	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
76	RANDOLPH	$260	$195	$130	$250	$187	$125	$250	$187	$125	$250	$187	$125
77	RICHMOND	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
78	ROBESON	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
79	ROCKINGHAM	$259	$195	$130	$259	$195	$130	$259	$195	$130	$259	$195	$130
80	ROWAN	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
81	RUTHERFORD	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
82	SAMPSON	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
83	SCOTLAND	$281	$211	$141	$281	$211	$141	$281	$211	$141	$281	$211	$141.
84	STANLY	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
85	STOKES	$281	$211	$141	$281	$211	$141	$273	$205	$137	$273	$205	$137
86	SURRY	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
87	SWAIN	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
88	TRANSYLVANIA	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129
89	TYRRELL	$281	$211	$140	$281	$211	$140	$281	$211	$140	$281	$211	$140
90	UNION	$295	$221	$148	$295	$221	$148	$295	$221	$148	$295	$221	$148
91	VANCE	$238	$179	$119	$238	$179	$119	$238	$179	$119	$238	$179	$119
92	WAKE	$390	$293	$195	$386	$290	$193	$386	$290	$193	$386	$290	$193
93	WARREN	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
94	WASHINGTON	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
95	WATAUGA	$273	$205	$137	$273	$205	$137	$273	$205	$137	$273	$205	$137
96	WAYNE	$260	$195	$130	$258	$194	$129	$258	$194	$129	$258	$194	$129
97	WILKES	$228	$171	$114	$228	$171	$114	$228	$171	$114	$228	$171	$114
98	WILSON	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
99	YADKIN	$250	$187	$125	$250	$187	$125	$250	$187	$125	$250	$187	$125
100	YANCEY	$257	$193	$129	$257	$193	$129	$257	$193	$129	$257	$193	$129